HIGHER DIPLOMA (Level 5) 240 Credits

Subject Code	Subject	Credit
HDM01	Business Environment	15
HDM02	Marketing Essentials	15
HDM03	Management Accounting	15
HDM04	Business System	15
HDM05	Global Management and Operations International	15
HDM06	Digital Marketing	15
HDM07	Business Information Systems	15
HDM08	Introduction to Global Leadership	15
HDM09	Innovation and Commercialisation	15
HDM10	International Business Law	15
HDM11	Global Consumer Behaviour and Marketing	15
HDM12	E Commerce	15
HDM13	International Marketing	15
HDM14	Global Supply chain Management	15
HDM15	Managing a Successful International Business (Major Project)	30

	240 Credits are required to Pass the Qualification with Merit/Distinction.	**240`**
HDMOP1	**Executive Recruitment Solutions**	**15**
HDMOP2	**Human Resource Management**	**15**

Higher Diploma in International Business Management

NQF Level 4 & Level 5. Total Guided Learning Hours (TGLH):960 Hrs
Qualification Credit Value 240 Credits
(Level 5 - Exit Qualification)

Unit Code: HDM01	Unit Credit : 15

Unit Name: BUSINESS ENVIRONMENT

Aim

The aim of this unit is to provide students with background knowledge and understanding of business, the functions of an organisation and the wider business environments in which organisations operate. Students will examine the different types of organisations (including for profit and not for profit), their size and scope (for instance, micro, SME, microfinance, NBFC, transnational and global) and how they operate.
Students will explore the relationships that organisations have with their various stakeholders and how the wider external environments influence and shape business decision-making. The knowledge, understanding and skill sets gained in this unit will help students to choose their own preferred areas of specialism in future studies and in their professional career.

Learning Outcomes

By the end of this unit a student will be able to:
Explain the different types, size and scope of organisations.
Demonstrate the interrelationship of the various functions within an organisation and how they link to organisational structure.
Use contemporary examples to demonstrate both the positive and negative influence/impact the macro environment has on business operations.
Determine the internal strengths and weaknesses of specific businesses and explain their interrelationship with external macro factors. `
How Microfinance and NBFC work.
How NGOs work, Different type of NGOs, Crowdfunding for NGOs etc.

Content

Different types of organisations:
Differences between for profit and not for profit and non-government organisations (NGOs). Micro, small, medium-sized enterprises (SMEs). Different business purposes, objectives and supply of goods and services. The range of legal structures associated with

different forms of business: sole traders, partnerships, NGOs Public Limited Companies, One Person Company and private limited companies. Size and scope of organisations: Differences between large, medium-sized and small organisations including objectives and goals, market share, profit share, growth and sustainability. Global growth and developments of transnational, international and global organisations. Differences between franchising, joint ventures and licensing. Industrial structures and competitive analysis. Market forces and economic operations e.g. scarcity and choice, supply and demand, income elasticity. Stakeholders and responsibilities of organisations to meet different stakeholder interests and expectations.

The various functions within an organisation:
The role of marketing, finance, human resource management and operations within an organisational context and the interrelationships.
How functions relate to overall organisation mission and objectives.
Organisational structure.
Different structures depending upon the size and scope of the organisation,Large business,Medium business, Small business, strategic business units and functional levels.
Organisation structures and complexities of transnational, international and
global organisations.

The context of the macro environment:
How organisations need to monitor and forecast external influences.
How the macro environment influences/impacts upon business activities: the impact of the digital revolution on production and consumption; the impact of social technologies; cybersecurity; emerging world markets, the global shift in economic and social power and ethical and sustainable growth.
How organisations go through the transformation process and overcome resistance to change in response to the changing market environment.

New decision-making processes within organisations. Key external macro factors including the competitive environment and government intervention that influence organisations and business.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM02   Unit Credit : 10

Unit Name: **Marketing Essentials**

Aim

This unit is designed to introduce students to the principles of marketing, enabling them to develop a basic marketing plan and to employ elements of the marketing mix to achieve results. While they will learn the underpinning theories and frameworks, they will also be

able to relate these to real-world examples, including products/services that they encounter in their own daily lives.

History of organisations such as Apple, Google, Amazon, Flipcart, Rupay, Cadbury, Nestle, Unilever, Coca-Cola, Reliance and small local businesses all have at least one thing in common: they all use marketing to influence us to engage with their products and/or services.

Whether it is becoming a loyal customer buying a product and service or donating to a charity, organisations use a range of marketing techniques and tools to inform and influence us. The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities; whether setting up their own business or being employed by an organisation. Inculcating a passion in business.

Learning Outcomes

By the end of this unit a student will be able to explain the role of marketing and how it interrelates with other functional units of an organisation.

Compare ways in which organisations use elements of the marketing mix to achieve overall business objectives.

Develop and evaluate a basic marketing plan.

Develop a passion in business

Content

Definitions and the marketing concept:

Definitions of marketing and the nature of marketing. The development of the marketing concept, including current and future trends. How the external environment influences and impacts upon marketing activity. The role of marketing: The structure and operations of marketing departments. Overview of marketing processes that include analysis, strategic planning and the marketing mix. The different roles of marketing within both a B2C and B2B context.

Marketing as a business function. The different roles of business units and the interrelationships between these functional units and marketing.

Marketing planning: The importance and value of marketing plans. The links between marketing plans, marketing objectives and marketing strategies.

Evaluating and monitoring marketing plans using appropriate control and evaluation techniques such as sales analysis, market-share analysis, efficiency ratios and cost-profitability analysis. Structure and development of marketing plans.

Market segmentation and target market selection. Setting goals and objectives, situational analysis tools and techniques, creating a marketing strategy and allocation of resources and monitoring and control measures.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM03	Unit Credit : 15

Unit Name: **Management Accounting**

Aim
To introduce the fundamentals of management accounting which apply to the wider business environment and the organisations which operate within that environment. Students will explore how management accounting uses financial data to aid planning decisions, and the monitoring and control of finance within organisations. On successful completion of this unit students will be in a position to present financial statements in a workplace context and be able to assist senior colleagues with financial business planning.

Learning Outcomes
Demonstrate an understanding of management accounting systems. Apply a range of management accounting techniques. Explain the use of planning tools used in management accounting. Compare ways in which organisations could use management accounting to respond to financial problems. Introduction to management accounting:

Content
What is management accounting? Definition of management accounting. What is a management accounting system? Why is it important to integrate these within an organisation? Explore the origin, role and principles of management accounting. The distinction between management and financial accounting. Different types of management accounting systems: Cost-accounting systems, inventory management systems, job-costing systems and price-optimising systems. Benefits of different types of systems. Presenting financial information: Why information should be relevant to the user, reliable, up to date and accurate. Why the way in which the information is presented must be understandable. Different types of managerial accounting reports. Identifying financial problems: Using benchmarks, key performance indicators (financial and non-financial) and budgetary targets to identify variances and problems. Financial governance: Definitions of financial governance, and how this can be used to pre-empt or prevent financial problems. Using financial governance to monitor strategy. Management accounting skill sets: What are the characteristics of an effective management accountant? How can these skills be used to prevent and/or deal with problems? Effective strategies and systems: The development of strategies and systems which require effective and timely reporting, full disclosure of financial positions and are responsibly owned and governed.   Using budgets for planning and control: Preparing a budget. Different types of budgets e.g. capital and operating. Alternative methods of budgeting. Behavioural implications of budgets. Pricing: Pricing strategies. How do competitors determine their prices? Supply and demand considerations. Common costing systems: Actual costing, normal costing and standard costing systems. How cost systems differ depending on the costing activity: job costing, process costing, batch costing and contract costing. Strategic planning: Applying PEST, SWOT, balance scorecard

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM04	Unit Credit : 10

Unit Name: Business System

Aim

The aim of this unit is to introduce students to the theoretical basis for business systems and their practical application. Students will understand and appreciate how business systems support the achievement of organisational objectives, particularly through the management of information and the use of Information Communications Technology (ICT) to gain a competitive advantage. On successful completion of this unit students will have developed sufficient knowledge and understanding of the practical application of a business system to be able to utilise this 'tool' as a more effective and efficient manager. Students will also be able to contribute to the design of a business system in a workplace context.

Learning Outcomes

By the end of this unit a student will be able to:
Evaluate the contribution of business systems to organisational performance.
Analyse the internal and external factors which have an impact on systems and processes.
Apply a range of analytical tools and techniques to business systems.
Recommend improvements in organisational processes and systems.

Content

Evaluate the contribution of business systems to organisational performance Supporting the effectiveness and efficiency of an organisation: Definitions of business systems vs business processes. How do business systems enable complex organisations to function? How do business systems restrict or promote sustainable organisational performance? Integrated business systems. Perceptions and perspectives of systems. The Systems Thinking approach and the use of Systems Thinking. Strategic approach to business systems. Business systems and the global context
Analyse the internal and external factors which have an impact on systems and processes Theory of constraints and the analysis of internal and external factors: Defining the theory of constraints. How to identify the weakest link and how to manage it. External factors: Exploiting technology to have a competitive edge including virtual facilities management, improving broadband capability and using cloud technology. Assessing the external and internal interoperability of systems. Environmental analysis and implications. Legal restrictions that influence systems and processes. Internal factors:

The impact of organisational structures and employee motivation. Different levels of interoperability. Funding systems design and development.

Apply a range of analytical tools and techniques to business systems Using analytical tools in the context of a business system: Selecting the most appropriate tool for the context and situation. Systems analysis.

Analysing the design, implementation and monitoring of changes to a business system: Process design Role of ICT in business improvement. Data analysis and management. Systems development techniques. Monitoring, control and delivery using appropriate methods and techniques.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM05	Unit Credit : 10

Unit Name: Management and Operations

Aim

The aim of this unit is to develop students' understanding of contemporary operations theory as a function of a modern organisation. Students explore key benchmarks and processes which will enable effective critique of an operation function. Students will also consider the fundamentals of project management utilising the prescribed, but well established, project life cycle. On successful completion of this unit students will have developed sufficient knowledge and understanding of operations and project management to make an effective and immediate contribution to the way in which an organisation conducts its business. Students will also be in a strong position to contribute to, as well as lead, small-scale projects. Underpinning all aspects of the content for this unit will be the consideration of the strategic role of operations management and planning and control of resources, and project management theories and the project life cycle

Learning Outcomes

By the end of this unit a student will be able to:
1 Review and critique the effectiveness of operations management principles.
2 Apply the concept of continuous improvement in an operational context.
3 Apply the project life cycle (PLC) to a given context.
4 Review and critique the application of the PLC used in a given project

Content

Operations vs operations management: Operations as a concept and as a function vs management as strategic oversight Operations as a concept: Different approaches to operations management, Taylor's theory of Scientific Management, flexible specialisation, lean production, mass customisation and agile manufacturing. The operation process in a service sector and manufacturing sector organisation. The relationship between operations and other business functions. Operations management: Overseeing the design, implementation and effectiveness of an operations function. Utilising control systems and contingencies to ensure efficiency.

Improving the effectiveness and efficiency of the operations function: Policies and processes including cost reduction and quality improvement. Continuous improvement as a philosophy and approach using the application of Lean principles within a cycle of continuous improvement. Operations as a cross-organisation activity and not simply an independent function. The significant impact that technology has had upon operational functions and information flows. Consideration of software systems Enterprise Resource Planning systems (ERP),

The phases and activities of the PLC: initiation, planning, execution and closure. Developing the business case for a project and undertaking feasibility study. The theories and practice of project management: To include agile methodologies, project management tools and project leadership within the PLC. Project documentation: To include the project initiation document, project plan, cost benefit analysis and work breakdown structure. Directing projects: Differentiating between large and small-scale projects and those used in the public, private or not-for-profit sectors.

Holistic and focused critiques: The broader influence/impacts of a project alongside a detailed analysis of the application of the PLC. Performance measurement: To include milestones, targets, deliverables, benchmarks (internal and external) and key performance indicators. The review and critique process: Using project monitoring to inform an evaluation. The importance of reliability and validity in evaluation. Programme theory and logic models to support a review.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM06	Unit Credit : 15

Unit Name: **Digital Marketing**

Aim

The aim of this unit is to introduce students to the major developments taking place in digital marketing. It will enable students to develop an understanding of how organisations use various digital tools and techniques to engage their customers and maintain a

competitive advantage. This unit is designed to provide students with the knowledge and tools to work at part of a digital marketing team or go on to study more in this specific area. Digital marketing is now a major component of all successful marketing organisations. However, with the landscape continually evolving, it is important for marketers to stay ahead of their competitors and deliver cutting-edge digital marketing approaches and strategies.

Learning Outcomes

Demonstrate an understanding of the opportunities, challenges and impact of the digital environment.
Examine key digital tools, platforms and channels, comparing and contrasting bricks and mortar and other physical channels.
Determine how to organise digital marketing activities and build multi-channel capabilities in an organisation.
Evaluate methods of monitoring and measuring digital marketing effectively

Content

The digital environment: Define what we mean by digital marketing providing an overview of the digital landscape. The differences between online and offline marketing concepts. Describe the key benefits of digital marketing.
Opportunities of digital marketing: The importance of customer insight and understanding in developing effective digital marketing activities.
Rise of online consumer power. Challenges and impacts of digital marketing: The shift from brands and suppliers to customers and their experience of the brand. The impact of negative publicity and meeting customer expectations in the digital age.
How to track and monitor the multitude of different devices used by customers. The competitive environment and rising above the 'noise'. The growth of 'micro-moments' and their impact on business.
Digital tools, platforms and channels: The use of digital platforms and the internet for revenue generation. The role of digital marketing communications in relation to the 7Ps. Different types of digital tools and digital hardware to support and enhance marketing. Consumer life-cycle stages of digital adoption. The growth of online transactions and e-commerce. The role of different automated and non-automated sales and support activities
Digital marketing activities: The opportunities and challenges of a digital hardware landscape and the development of multi-channel platforms and online interchanges. Digital marketing campaigns planning. The use of omni-channel marketing to ensure the consistency of the consumer experience in every aspect.
Monitoring and measuring techniques: Measurement of digital campaigns using KPIs, measurable metrics and use of analytics platforms. Procedures used for measuring digital campaigns. Performance measures using online metrics. Populations measures.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM07	Unit Credit : 10

Unit Name: Business Information Systems

Aim

The aim of this unit is to enhance students' understanding of contemporary business information technology (IT) systems and how organisations develop and continuously review their IT strategy in order to gain and maintain competitive advantage. Students will explore the areas of business that benefit from the support of IT systems and how organisations are using IT as a driver for business improvement. By the end of this unit students will be able to critically analyse the application of current and future technologies and suggest best solutions for an organisation.

Learning Outcomes

By the end of this unit a student will be able to:
Demonstrate understanding of the role of different IT systems in support of organisational objectives.
Analyse flexible and reliable IT systems that respond to organisational requirements.
Evaluate IT systems that support value-added change within organisations.
Recommend practical IT systems solutions to given organisational scenarios.

Content

The role of IT systems: The role of IT in knowledge management, data management and customer service management The impact of IT systems and their contribution to solving business problems. The impact of IT systems on the functions and structure of organisations to support meeting organisational objectives.

Types of IT systems: Use of different types of IT systems (e.g. transaction processing, customer relationship, business intelligence, knowledge management) and their roles in relation to meeting business objectives and improving operational efficiency. Types of information and data: Layers of information systems: services, integration, security and analytics. Corporate database management systems, data management and characteristics of data within organisations. Types and flow of information within an organisation. Data protection and confidentiality. Reliability of IT systems and data quality: The importance of ensuring accurate and appropriate data collection. Quality assurance and control measures used to ensure data quality on entry and after data collection.

Project management methodologies and strategies to create value and competitive advantage: Project management methodology for achieving specific goals. Value creation strategy, competitive advantage, make or buy decisions. Cost and benefit analysis. IT support for value-added change: New and existing approaches to improving IT position and impact on other business areas providing value-added services. System development tools and techniques.

IT systems support for problem-solving: Problem-solving using decision-making models (e.g. decision support, group decision, artificial intelligence) and IT systems application. The use of IT systems to support the storing and managing of data, information sharing, communication, security and gaining a competitive edge. Monitoring and evaluating IT systems: Effective monitoring and evaluation of IT systems and their impact on organisations.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM08	Unit Credit : 15

Unit Name: **Introduction to Global Leadership**

Aim

- Build increased awareness and understanding of what it means to be a global citizen and a global citizen leader
- Gain increased understanding of the inter-related global issues that confront our planet
- Gain increased ability to advocate for the implementation of policies and standards that address these global issues within and across your countries
- Have the increased ability to organize other citizens in their country in order to address global issues.
- Have the increased understanding and ability needed to address global development challenges within and across countries.

Learning Outcomes

The *Introduction to Global Leadership* Course is sponsored by The Global Citizens' Initiative (TGCI). It is intended to build the global c leadership skills of students, young professionals, NGO staff members, and researchers.. The course consists of y modules helping individuals understand and address a specific global issue. The issues this course covers include: human rights, gender equity, sustainable development and environmental stewardship, poverty reduction, good governance, and global peace and justice. Individuals will learn what global citizens can do to address these issues within and across their countries, and how to analyze

the strengths and weaknesses in the policies and programs of their country in these domains.

Content

What's Global Citizenship
Human Rights and Religious Freedom
Gender Equality
Environmental Sustainability
Good Governance

Case Study: Estonia -Fully digitalised nation

Assessment

ACTIVITIES	PERCENTAGE
Assignments	20%
Project Report	80%
Final Exam	0%

Unit Code: HDM09	Unit Credit : 15

Unit Name: **Innovation and Commercialisation**

Aim

This unit aims to equip students with a comprehensive understanding of innovation and commercialisation. In today's competitive landscape it is critical that organisations continually innovate both their product offering and processes to ensure that they remain competitive in the market. Furthermore, adopting a more commercially driven approach is vital to maximise the Return on Investment (ROI). In this unit, we will look at a number of tools and techniques organisations use to drive innovation and become more commercial in their approach. The aim of the unit is to give students cutting-edge knowledge as well as practical application of the key ways organisations become more innovative while remaining commercially driven.

Learning Outcomes

By the end of this unit a student will be able to:
Explain the context for innovation and determine the difference between invention and innovation.
Explain the different types of innovation.
Discuss the process required to commercialise innovation.
Evaluate the range of methods for protecting ideas and understand their advantages and disadvantages.

Content

Innovation vs invention: Definition of innovation and commercialisation, taking into consideration the challenges this creates for small businesses. Definition of invention and how invention is created. Turning invention into innovation and sources of innovation. Innovation management: Creating a structure and culture of innovation; getting the organisation to know the difference between invention and innovation. Developing innovation vision and leadership, entrepreneurial teams and innovation networks.

Processing different types of innovation: The use of the innovation funnel to manage new solution/idea development. Overview of the different types of innovation with a focus on disruptive and incremental innovation, and exploring pros and cons of each approach. The 4Ps and innovation space strategy. The development of frugal innovation in response to necessity vs market driven innovation.

Commercialisation of innovation: Adopting the New Product Development (NPD) and commercialisation funnel to drive new products to market; building the Innovation Business Case, in-market testing and iteration routes to market and market launch. Planning innovation: The impact of advanced technology and information management on research, testing and developments methods. Consideration of big data and cognitive systems to predict behaviours and future trends, social media and constructing multimedia platforms for promotion and distribution. Accessing funding and resources: The reasons why an organisation would want to access funding (e.g. product development, marketing) and the different types of funding sources available. Consideration of resources a small business may require to commercialise their offering (e.g. office space, etc.)

Intellectual property: The definition of intellectual property (IP). Exploiting knowledge and intellectual property rights. Overview of key IP tools including copyrights, trademarks, design rights and patents. The role of branding in protecting the innovation and the limitations of IP in an international context. The implications of growth of open source and open innovation platforms upon IP.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM10	Unit Credit : 15
Unit Name: **International Business Law**	
Aim	

From the Business Formations to Seeing the Goods Sailing Abroad Law Is Something which holds the Security to the Smart Business and this Is what the Program Is all about. It Drills students on the International legal phases of the business.

The aim of this unit is to enhance students' understanding of how business law is applied to the running of a business organisation. Students will gain knowledge of business law and examine the impact of the law on International business operations and decision making. Throughout the unit students will identify legal solutions available to business owners and assess their suitability. Their experiences in this unit will help them better understand the different areas of law that apply.

Learning Outcomes

By the end of this unit a student will be able to:
Explain the nature of the legal system.
Illustrate the potential impact of the law on a International business.
Examine the formation of different types of business organisations
Recommend appropriate legal solutions to resolve areas of dispute.

- Business Formations
- Company Officers
- Contract Law
- Company Types
- Trade Terms
- Goods by Sea
- Dispute Resolution

Content

The legal system: What constitutes a legal system? The purpose of law, the evolution of law and different sources of law e.g. legislation, directives, case law and treaties relevant to country. Divisions and key terminology of the legal system e.g. court structures. The differences between civil and criminal law. The justice system: The role of government in law-making and the justice system. Organisation of the judiciary.

The impact of Law: Contract law e.g. the formation of contracts, the elements and terms of contract Competition Law Data protection The tort of negligence, consumer protection, health and safety and product liability Duties of employer and employee e.g. the employment contract, employer obligations and employee rights in the work place. Managing cases of dismissal, redundancy, discrimination, health and safety

The nature and formation of a company: Unincorporated V's incorporated legal structures Different types of business organisations and legal structures e.g. Sole trader, partnership and registered company Classification of companies e.g. public and private companies, limited and unlimited Starting up a business organisation and registration requirements The management of a company e.g. appointment of directors, company secretary, auditor. The role of the shareholders. The application of company law in forming different types of business organisations and companies, raising capital and liquidation.

Legal solutions for different types of dispute resolution: Areas of employment e.g. health

and safety, equality of pay claims, compromise and severance agreements, wrongful or unfair dismissal claims. Corporate and commercial disputes e.g. breach of contract, contesting a damages claim, dispute between directors. Commercial property e.g. commercial lease transactions, real estate and investment properties. Alternative Dispute Resolution: The role of Alternative Dispute Resolution (ADR) Civil litigation procedures and funding Tribunals The role of unions Citizens Advice.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM11	Unit Credit : 15

Unit Name: **Global Consumer Behavior and Marketing**

Aim

This unit is designed to enhance students' knowledge and understanding of the consumer's decision-making processes, from needs recognition through research, the evaluation of alternatives, purchase and post-purchase evaluation. While students will learn the underpinning theories and frameworks, they will also be expected to relate these to real-world examples, including their own personal experiences. How do we buy products and services? What motivates us to seek out a particular product or service? What research do we undertake prior to making a decision? Do we seek out other people's opinions, perhaps through social media? To what extent do other people's opinions influence our own? How do we feel after we have made the purchase? These are the types of questions to which organisations seek to gain answers. An important part of marketing is understanding the processes behind how a consumer makes the decision to purchase a product and/or service. This is applicable as much to Business to Business (B2B) as it is to Business to Consumer (B2C). The knowledge, understanding and skill sets that students will gain on successfully completing this unit will enhance their career opportunities; whether setting up in business independently or being employed by an organisation.

Learning Outcomes

By the end of this unit a student will be able to: 1 Demonstrate the ability to map a path to purchase in a given category, including the decision-making process. 2 Evaluate appropriate forms of research to understand influences on the decisionmaking process (B2C and B2B). 3 Evaluate how marketers influence the different stages of the decision-making process (B2C and B2B).

Content

Introduction to consumer decision-making: Model of consumer decision-making. The five stage process The value of mapping a path to purchase: the consumer decision journey from pre-purchase, purchase, receive and post-purchase. Levels of consumer decision-making – extensive problem-solving, limited problem-solving and routine response behaviour. Four views of consumer decision-making: economic, passive, emotional and cognitive. Factors that influence decision-making: The influence of heuristics on decision-making The influence of elements of the marketing mix on decision-making. The influence of new technologies (e.g. e-tailing, online transactions and purchasing, eBay and the rise of C2C purchasing). Model for organisational decision-making. Different buying stages

Researching different stages of the decision-making process: The differences between B2C and B2B decision-making processes. How does market research differ between B2B and B2C? This covers skills sets, research methodology, sample sizes, the importance of tele-depth interviews and applying the Pareto principle. Influences on the decision-making process: Personality, self and motivation. Measures of consumer learning: recognition and recall, attitudinal and behavioural. Understanding aspects of consumer perception: dynamics, imagery and risk.

Evaluate how marketers influence the different stages of the decisionmaking process (B2C and B2B) Approaches to consumer learning: behavioural and cognitive: Influence of culture and sub-culture on consumer behaviour. Patterns of buyer behaviour. Role of opinion leaders in influencing purchasing decisions. How organisations use an understanding of buyer behaviour to influence the decision-making process within both a B2C and B2B context. The use of digital audience research developments to understand and influence consumer behaviour

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM12	Unit Credit : 15

Unit Name: **Ecommerce**

Aim

| Electronic Commerce, or E-Commerce, refers to any type of commercial/business |

transaction where information, data, products and services are exchanged across the internet. These transactions can cover a wide diversity of business types to include: consumer-based retail sites (e.g. Amazon), sites that provide facilities such as auctions (e.g. eBay) and business exchanges between different organisations. E-Commerce allows consumers to electronically exchange goods and services 24/7 with no barriers in terms of time or geography. Within this unit students will gain an understanding of how and why businesses and organisations develop E-Commerce strategies: to remain competitive in the global market. Students will also appreciate the elements and resources required to set up an E-Commerce site and be engaged in the design and implementation of their own strategies that would in reality form part of a secure E-Commerce site. Students will examine the impact that E-Commerce has on society and the global market for consumers, buyers and sellers in terms of the benefits and drawbacks of online purchasing. Through investigation, students will also research the technologies involved in setting up a secure E-Commerce site in preparation for their own ECommerce strategy. There is an expectation that students will devise a strategy based on an element of ECommerce such as designing a shopping cart, an ordering system, payment system or an online marketing system, for example. This design should be fully implemented and evaluated accordingly in terms of its success or failure. Standards and levels of support, marketing, CRM, promotion and supply chain management will all be explored within the context of developing the implementation strategy. On successful completion of this unit a student will have gained both a technical and practical insight into E-Commerce strategy, design and development. As a result they will develop skills such as communication literacy, critical thinking, analysis, reasoning and interpretation, which are crucial for gaining employment and developing academic competence.

Learning Outcomes

By the end of this unit students will be able to: 1 Examine the strategies employed and the impact of E-Commerce on business organisations. 2 Analyse the hardware, software, web-based and database technologies involved in setting up a secure E-Commerce site. 2 Design an E-Commerce strategy based on a given end user requirement or specification. 4 Implement an E-Commerce strategy based on a given end user requirement or specification.

Content

1 Examine the strategies employed and the impact of E-Commerce on business organisations Customer expectations: Raised expectations for a quick and efficient service e.g. timely responses to customer communications, quick delivery of the product or service, accurate information, reduced pricing for the product/service, greater choice. Benefits: Wider market, niche target marketing, lower overheads and costs, greater flexibility and access to goods/services 27/7. Drawbacks: Visibility, security issues and threats, down-time, high set up and maintenance costs, need to employ a technician or web-based administrator to manage the provision.

Analyse the hardware, software, web-based and database technologies involved in setting up a secure E-Commerce site Web architecture: Components e.g. server-side scripting, client/server/script interaction, operation of server-side web applications, accessing data on the web server, dynamic web pages, consistent navigational menu on all pages, browser cookies, embedding animation and video content in web pages, adding interactivity with plug-ins. Hardware and software: Web servers, browsers, server software, web authoring tools, database system, shopping cart software, scripting software, browser and platform compatibility. Networking technology e.g. TCP/IP addresses, ports and protocols; domain names, multiple registration of domains (.com as

well as .co.uk); setting up the server directory structure, deploying access configuration/security.

Database technology: Uses and processes e.g. database-driven web pages, opening a connection to a database, storing data captured from forms, performing dynamic queries on the database, generating a web page response displaying the results of a query. Communication technology: Uses e.g. email support, forum; search engine optimisation; additional hardware and software components required to support communications. Data transmission: Features e.g. download speeds, transfer rates, bandwidth required for given applications including text, graphics, video, speech.

Design an E-Commerce strategy based on a given end user requirement or specification Considerations: Hardware and software, design and development, costs and resources, security, maintenance, customer online support and logistics. Internet strategy: Hosting e.g. internal, sub-contracted; design of the website; maintaining 24/7 access. Marketing strategy: Methods e.g. targeting market segments and interest groups, developing electronic 'web-communities', CRM, promotion strategies to target specific market segments, search engine optimisation, e-marketing software. Supply chain strategy: Methods e.g. satisfying customer demand, responsive supply chain, managed in house or sub-contracted, developing 'partnership' relationships with suppliers. Electronic payment: Methods e.g. online transaction processing, Commercial Off the Shelf Software (COTS), other payment systems e.g. PayPal, WorldPay

Implement an E-Commerce strategy based on a given end user requirement or specification Implementation: Demonstrate that the E-Commerce strategy devised has been implemented using suitable tools and applications. The strategy could be marketing, supply chain or payment based, for example designing an online ordering system or an online payment system. Evaluation: Evaluate the success of the design and implementation of the E-Commerce strategy. Technique: SWOT analysis to evaluate the overall strengths, weaknesses, opportunities and threats of the implemented E-Commerce strategy.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM13	Unit Credit : 15
Unit Name: **International Marketing**	

Aim
The aim of this unit is to introduce students to a variety of methods organisations use to coordinate their international marketing efforts. Students will critically evaluate the various challenges that organisations face when doing so. This unit will give students the knowledge and ability to work with marketing teams internationally and to study marketing at a higher level. In today's globalised economy it is essential that marketing efforts are able to transcend international borders. To do this, marketers must gain an appreciation of the various cultural, regulatory and political issues that exist in transferring marketing strategies into different countries and the impact it can have on both consumers and the organisation.
Learning Outcomes
By the end of this unit a student will be able to: 1 Demonstrate an understanding of how marketing contributes to business strategies in an international context. 2 Evaluate entry to a selection of international markets and define the key success factors. 3 Investigate how elements of the marketing plan can be adapted or standardised across international markets. 4 Demonstrate an understanding of how to organise and evaluate international marketing efforts (multinational, global, transnational, meta-national, etc.
Content
Demonstrate an understanding of how marketing contributes to business strategies in an international context International context: Scope and definition of international marketing. Rationale for why organisations are seeking to internationalise. Key global macro and customer trends. Contribution to meeting strategic objectives: Marketing's role in contributing to the business strategy in an international context. Factors that influence internationalisation. Setting an international marketing strategy to meet objectives.   Evaluate entry to a selection of international markets and define the key success factors Critical evaluation of international markets: The importance of choosing the right international market. The international market selection process. Opportunities and challenges when entering international markets, including ethical and legal considerations. Risk management and contingency planning in relation to volatile international markets. Generic international market entry strategies. Determining key success factors of international marketing   Investigate how elements of the marketing plan can be adapted or standardised across international markets The marketing plan in an international context: Product adaption: global vs local. Pricing in international markets. The use of new technologies that support international distribution and promotional strategies considering hardware (computerised systems, telecommunications, networks) and software (mobile computing, cloud computing, social media). People and servicing in an international context. Tapping into untapped markets.   International marketing efforts: Organisation structures in an international context. Home or international orientation and reporting lines. Negotiation and new business assessment in international markets. Assessing international market competition. Assessing international market performance
Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM14	Unit Credit : 15

Unit Name: Global Supply Chain Management

Aim

Become the Supply Chain Guru in your team! Master this essential area of Business Operations
Gain a total overview of Supply Chain Management for your Manufacturing or Service business
Aims and Objectives of a good Supply Chain
Match your Product to your Supply Chain's Design Type
Segment your Stakeholders and Tailor your Relationships
Forecasting Demand: Quantitative Methods and why we need more Collaborative Forecasting
Demand Management: Internal and External Methods
Bullwhip Effect: What This course is for the new or aspiring supply chain & operations manager, the ambitious procurement professionals, the striving logistics supervisors, hands-on production planners and the practical business optimization analysts.

Take control of your supply chain to have and "impact" and "improve" your business operations - manufacturing, services, retail, logistics industrial operations and production.

Equip yourself to take a new leading role in your workplace - improving your processes, systems, business / organization.

Understand the fundamentals, then details of the essentials of supply chain management, the core business trade-offs, essential analysis, calculations and basic optimisation methods.

Become the Supply Chain Management authority in your team on improving the operations systems in your business.

Learning Outcomes

Course Sections:

1. Introduction to Supply Chain Management

2. Stakeholders and Relationships

3. Components of a Supply Chain

4. Types of Supply Chain and Value Stream Mapping

5. Forecasting Demand

6. Demand Management

7. Bullwhip Effect

8. Sales and Operations Planning

9. Inventory Management

10. Measuring Performance with Metrics / KPI

Improve a Supply Chain by reducing Delays, Uncertainties and Decision Tiers
Sales & Operations Planning Structure > MRP, ERP and Software integration
Inventory Management: The needs and costs of inventory
Performance Metrics - learn the essential Supply Chain KPIs to keep your "finger on the pulse"
Increase Profitability, Improve Delivery and Use your Resources more Efficiently
Boost your Career: Increase your Confidence to see and Lead Change , Impress your own Boss and Become a Better Manager

Content

1.Introduction to Supply Chain Management

A Life Changing Supply Chain

Welcome

The Supply Chain of Life - Blood

Why is Supply Chain Management Important?

What is Supply Chain Management?

Aims and Objectives of a Good Supply Chain

Key Activities in Supply Chain

2. Stakeholders and Relationships

Stakeholders and Relationships - Introduction

The Main Stakeholders

Suppliers, Producers and Distributors

Retailers and End Customers

What is Inventory?

Types of Inventory

Why do we Need Inventory?

Why Else do we Hold Inventory?

Costs of Inventory

Financial Costs of Inventory

Ordering Costs of Inventory

Holding Costs of Inventory

Operational Costs of Inventory

10. Measuring Performance with Metrics / KPIs

Measuring Performance - Introduction

What are Metrics?

Business's Perspective on Performance

Categories of Supply Chain KPIs / Metrics

Selected Metrics / KPIs for Supply Chain

Inventory Turns / Turnover

Days On Hand / Days Inventory Outstanding

Cash to Cash Cycle Time

Customer Lead Time

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDM15	Unit Credit : 30
Unit Name: **Managing a Successful International Business (Major Project)**	
Aim	
This unit provides students with a practical understanding of what is required to successfully launch a new venture. It gives students an opportunity to work within a small team to fully plan the launch of a specific new venture idea. They will learn about and work through the stages of planning to launch the venture culminating in a group presentation of a launch plan. This will include an explanation of the idea, how it will attract customers and have competitive advantage. Students will develop a promotional plan to get it started, preparing a budget for launch and a cash flow forecast for the first 12–18 months of operation for the chosen venture. Students will learn about the need for resourcefulness when starting a new venture, and will be able to identify and tap into personal networks which can offer a valuable source of knowledge, resources, advice and opportunities.	
Learning Outcomes	
Project Submission	

Unit Code: HDMOP1	Unit Credit : 15
Unit Name: **Human Resource Management**	
Aim	
The aim of this unit is to explore the contribution strategic Human Resource Management (HRM) makes towards the development and support of sustainable organisational strategies. Students will develop an understanding and appreciation of seminal and contemporary models, theories and concepts which enable HR managers to make positive contributions to sustainable organisational change and growth from an HR perspective. On successful completion of this unit students will have the confidence to contribute to strategic decision-making in an HR context. This will be based on strong theoretical and applied foundations which will add value to an organisation's HR function and role.	
Learning Outcomes	
By the end of this unit a student will be able to: 1 Analyse key external and contextual developments which influence HR strategy. 2 Apply contemporary theoretical and practical knowledge of HR development. 3 Evaluate how appropriate change management models support HR strategy. 4 Evaluate the contribution of HR management and development to sustainable business performance and growth.	
Content	
Strategic HRM and external influences: What is strategic HRM and what are the benefits? What are the main external influences on HR strategy? What are the generic HR strategies that these external factors influence? External and contextual developments: Contemporary trends and developments in HR such as the impact of globalisation, workforce diversity, changing skills requirements, continuous improvement and processes for improving productivity. Changes in HR policy and practice related to current trends and	

developments. The use of cloud technology for aligning people and processes. The impact of technology on the recruitment and selection process, monitoring employees and supporting performance management. HR issues in the private, public and third sectors

The theory of HR: The history of HR development from personnel to HRM and the growth of strategic HRM. Links between organisational strategy and HR strategy: the universalist and contingency approaches to HRM. The impact of theory on HR practices: The relevance of theory to developing organisational HR practice. Contemporary HR theories and practices such as flexible work arrangements, performance management, e-recruitment and the 540 performance appraisal. The concept of applied HR strategy.

Change management strategies, models and concepts: The concept of organisational behaviour and the impact of change on organisational behaviour. The use of different approaches towards change management, including: Kotter' 8-Step Change model, Lewin's Three Step Change model. The relevance of the psychological contract in relation to managing change. The use of Nudge theory to support organisational change and behaviour. HR Strategy: How does change management support and influence HR strategy? HR workforce planning, recruitment processes, managing employee motivation and performance management.

Sustainable performance and business growth: What is sustainable growth? How does HRM support sustainable business performance and growth? The 'best fit' perspective and resource-based view emphasis on achieving competitive advantage. Evaluating the contribution of HR management through benchmarking and Key Performance Indicators (KPIs), 10-C checklist of HRM, the model of capability for skills evaluation and the use of performance management systems.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%

Unit Code: HDMOP2	Unit Credit : 15

Unit Name: **Executive Recruitment Solutions**

Aim

This is a practical unit designed to prepare students for the world of work in recruitment in the position of an executive recruiter. It is the role of the executive recruiter, also known as `headhunters', to source potential candidates for high level executive positions in a company. This is often referred to as an executive search as executive recruiters coordinate with hiring managers to help define the specific requirements for these vacant and often 'hard to fill' positions. Their main responsibility is to seek out highly qualified candidates through social media and faceto-face meetings. The aim of this unit is to provide employment knowledge and skills that would be required for the role of executive

recruitment. The unit will introduce students to the emerging practice of recruitment and the services provided in human resource management. The job specification of an executive recruiter will be presented, including the key roles and responsibilities, skills requirements and career opportunities. The unit will then cover the executive recruitment methodology; managing the process and managing client expectations. Students will have the opportunity to conduct an executive search for a given client brief to demonstrate skills using a business simulated scenario to facilitate 'real life' application.

Learning Outcomes

By the end of this unit a student will be able to: 1 Explain the nature and scope of the recruitment industry 2 Examine the role of executive recruitment for effective talent acquisition 3 Present the process of executive recruitment and the required skills at each stage of the process. 4 Apply skills for an executive search within a given business context to meet a client brief.

Content

The nature and scope of the recruitment industry: Defining recruitment, the recruitment industry, the value and the scope of the industry. Defining executive search and executive recruitment. The difference between recruitment and talent acquisition Different types of recruitment agencies and consultancies Recruitment methods and techniques: Different types of recruitment methods e.g. internal recruitment, social media recruitment, website advertising and web sourcing, use of third-party agencies Recruiting metrics and key performance indicators for monitoring effectiveness e.g. tracking quality of sourcing, quality and costs of hire, acceptance rates, time to hire, retention Global recruitment requirements e.g. understanding local culture, local work ethics Talent acquisition planning and strategies: Setting long term objectives Building a diverse applicant pipeline to meet current and future needs Strengthening the company brand Proactive recruitment and transformation of onboarding and continuous improvement

The Role of an Executive Recruiter: Defining executive recruitment, traditionally know as headhunting, and the executive search role. The differences between the key roles of executive recruitment and the key roles of recruitment The benefits of using an executive search. The different types of executive recruitment e.g. direct, indirect and third party Fulfilling the client brief and timely project delivery Building the talent pipeline e.g. creating a trusted network of inactive, passive and active and candidates Ethical issues and requirements e.g. confidential searches, sharing of confidential information and data, data protection Different models of executive search payment e.g. retained, delimited and engaged search. Specific skills set and competencies: Specialist industry knowledge and expertise Job analysis and understanding of the specific job role to identify skills and attributes in others Networking and people skills to build responsive relationship management understanding the use of the digital environment to improve effectiveness of candidate search and acquisition. Digital skills that include using social media platforms for communication and networking, applicant tracking systems to filter and process best candidates, virtual conferencing, using data analytics to search for best candidates. Soft skills including commitment, drive, interpersonal and communication skills Career Opportunities: Working for specialist agencies, executive search companies and large organisations. Opportunities in sectors including banking, finance, accountancy and legal sectors.

The process stages: Mapping and targeting of companies Profile hunting and candidate research Profiling and screening candidates Identifying and avoiding bias Shortlist collation and presenting to brief requirements Interviews Follow up and evaluation from

both candidate and client perspectives. Different Skills required: Cultivating relationships with companies and top- level professionals. Extensive research skills using new source technologies Coaching and mentoring candidates Overcoming objections Negotiating salaries on behalf of both the candidate and the client Preparing and presenting reports and materials

Apply skills for an executive search within a given business context to meet a client brief. The executive search: Establish the search priorities Setting a legal and ethical framework Developing search strategies Attracting and evaluating candidates The head-hunt call building rapport, commitment and control Present most appropriate candidates Complete the search Continuous relationship management and evaluation of the process and success of the executive search for both client and candidate.

Assessment

ACTIVITIES	PERCENTAGE
Assignments	50%
Business / Industry	30%
Final Exam	20%