

The Institute of Commercial Management

**COURSE HANDBOOK
2005**



**Business Studies and Management
Certificate Diploma Advanced Diploma**

Tel: +44 (0) 1202 490555

Fax: +44 (0) 1202 490666

Email: icm@icm.ac.uk Web: www.icm.ac.uk

Contents

Introduction	3
The Institute of Commercial Management	3
ICM Articulation Agreements with Universities	4
Learning, Teaching and Assessment Strategy	5
Assessment	5
Student Work Load	5
ICM Qualifications and Progression	6
ICM Certificates	7
ICM Diplomas	7
ICM Advanced Diplomas	8
Graduate Diplomas	8
Relative Positioning of ICM Qualifications	9
ICM Academic Calendar	10
Examinations	10
Examination Closing Dates	10
Examination Results	10
Subject Exemptions	10
Study Methods	10
Copies of past examination papers and other forms of assessment	11
Subject advice, educational guidance and student support	11
Module Information	11
Programme Objectives	11
Recommended Course Duration	12
Continuing Education	12
Entry Requirements	12
Course Structure	13
International Business Communications Syllabus	14
Business Management & Administration Syllabus	17
Numeracy & Statistics Syllabus	22
Marketing Syllabus	25
Accounting Syllabus	29
Economics for Business Syllabus	32
Business Law Syllabus	35
Organisational Behaviour Syllabus	39
Strategic Management Syllabus	44
Marketing Management Syllabus	47
Human Resources Management Syllabus	50
Customer Service (New) Syllabus	54

Introduction

The purpose of this course handbook is to provide you with information about your programme of study and to direct you to other general information about studying with the ICM.

This handbook must be read in conjunction with other guidelines available on the ICM website which may change from time to time.

The material in this handbook is as accurate as possible at the date of production and should you have any comments on improvements to this handbook please put them in writing along with the name of the course handbook to ccurran@icm.ac.uk

The Institute of Commercial Management

The Institute of Commercial Management has been providing support and guidance for life long learning in over 120 countries for more than 30 years.

Delivery of ICM courses takes place through over 1,300 teaching centres and provides an extensive global network that penetrates down to the grass roots of even the poorest countries of the world.

ICM is committed to providing high quality global education, training and consulting services which raise performance standards for business, encourage lifetime learning and provide professional status for individuals.

Working in close partnership with commerce, government, education providers, international development agencies and its own professional membership, ICM has built an enviable reputation for excellence based on global standards and integrity.

ICM is known for the design and development of progressive, practical and multi-functional programmes of study for use by universities, business schools, colleges and other education and training providers and is acknowledged as a specialist in this field.

Growth has been entirely organic in the truest sense and has been achieved through consistency and tenacity in even the most challenging markets.

ICM Articulation Agreements with Universities

Recognised as an international examining board for professional business and management studies, ICM is renowned for examining and certifying candidates to an internationally consistent standard.

Qualifications are offered in a number of subjects ranging from accounting and finance to tourism and development, and from marketing and advertising to project management and export.

ICM has a formal partnership arrangement with Bolton, Southampton and Swansea and the ICM Centre for Social and Economic Development is located in the Southampton Business School.

The three Business Schools offer a BSc Commercial Management and articulation with their BA/BSc Degrees.

These articulation arrangements provide direct access to the second and final years of a wide range of BA/BSc degrees for ICM Diploma and Advanced Diploma holders.

Subject to status and grades obtained, students holding ICM professional level Diploma, Advanced Diploma and Graduate Diploma awards are accepted onto undergraduate and post-graduate degree programmes offered by institutions in Europe, North America, South East Asia, Sub Saharan Africa and Australasia.

Our strategic partners have agreed that students can enter their degree programmes with advanced standing if they have the right grade profile and are able to meet the other admissions criteria such as language competence.

Entry to the second year

Application for entry to the second year will be considered for students who have passed the two year Institute of Commercial Management (ICM) Diploma and have met the following requirements:

- obtained at least 24 Points from 8 subjects leading to the Diploma
- obtained at least Grade C in all subjects in the Diploma

Entry to the Final year

- obtained at least 32 Points from 12 subjects leading to the Advanced Diploma
- obtained at least Grade C in all subjects in the Advanced Diploma

The following rules apply:

- an 'A' (distinction) is awarded 6 points

- a 'B' (Credit) awarded 4 points
- a 'C' (Pass) is awarded 2 points
- a 'D' (Marginal Pass) is awarded 0 points

Your first step is to complete the enclosed ICM University Application form and return it to us. Do not send it to our partner institutions as they will simply send it to us for verification.

Students wishing to study with one of the strategic partners should contact the ICM directly at icm@icm.ac.uk

The Institute's awards are also recognised by leading professional examining boards for either subject exemption or registration purposes.

Learning, Teaching and Assessment Strategy

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis.

Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class.

Students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment

Almost without exception, the assessment of ICM subjects is based of a final exam. Many qualifications are gained by studying modules and passing a series of essays and exercises with only a small emphasis on the final exam.

The ICM believes that students should be assessed on the body of knowledge covered during the course and be assessed as individuals as opposed to teams.

Student Work Load

In accordance with nationally accepted codes of practice in the UK, each 20 credit module represents a total of approximately 200 hours work.

Typically, an ICM Advanced Diploma comprises 240 Credits being 12 subjects of 20 credits each. Students must complete 4 subjects at each level leading to the awards of Certificate, Diploma or Advanced Diploma.

A 20-credit course is assumed by the ICM and accordingly assessed by the Examiners, to require 200 hours of your work, all told.

20 credit modules involve a notional 200 hours of study which is subdivided into appropriate categories, such as lectures, seminars, preparation time, directed study, time spent on assessment items and exam preparation. Approximately one quarter of this time should be devoted to contact time. A further one quarter of this time should relate to directed learning. The balance of effort is made up of individual student learning and revision.

Note that for a module delivered in standard mode, the ICM examinations calendar accommodates a teaching year of approximately 2 x 26 teaching weeks, including 4 weeks of revision/end of year assessment. This enables teaching to take place around the 2 major exam sittings of the year being June and December and for re-sits to take place around the other exam sittings.

Furthermore, each module is assigned to a particular 'Level', each Level corresponding to the subjects contained within the programmes leading to the awards of Certificate, Diploma or Advanced Diploma.

As a rule and unless there is a specific exception stated, you must take course modules as follows:

Certificate at Level 1 (or higher)

Diploma at Level 2 or 1/2 (or higher)

Advanced Diploma at Level 3 or 2/3

ICM Qualifications and Progression

Understanding your qualifications is important and the following guidelines outline how ICM qualifications fit with the UK National Qualifications Framework and our own ICM membership programme.

ICM has benchmarked its qualifications against the UK National Qualifications Curriculum Framework and the Department for Education and Skills (www.dfes.gov.uk) level descriptors.

Having compared the original and revised NQF levels and their broad indications of FHEQ levels, the Institute of Commercial Management has produced the following level descriptors which should be read in conjunction with the table below.

ICM approves a number of qualifications for entry to Associate Membership and Graduate Membership of the Institute of Commercial Management. The appointment to Fellow is an exceptional appointment and demands exceptional experience as well as qualifications.

It is important to realize that this table provides a general guideline only and that each application will be assessed on its own individual merits.

In addition to academic qualifications existing and prospective members should check that they meet any relevant experience requirements.

ICM Certificates

Entry to ICM Certificates requires completion of secondary education or equivalent as specified on each course syllabus.

ICM Certificates typically comprise 4 or 5 post Secondary School level units and represent a level of qualification that recognises the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICM Certificate holders should be able to display competence in the application of knowledge in the performance of a range of varied work activities, some of which may be routine and predictable with some being complex or non-routine.

Learning at this level involves obtaining knowledge and skills appropriate for people working semi-independently, or receiving basic supervision and training from others in their field of work.

Students should begin to develop a degree of individual responsibility or autonomy in their study as well as the ability to collaborate with others, perhaps through membership of a work group or team.

Progression is available from the Certificate into the first year of pertinent degree programmes at Bolton University, Southampton Solent University, and Swansea Institute

ICM Diplomas

Entry to the ICM Diploma requires completion of an ICM Certificate or equivalent programme of study.

ICM Diplomas typically comprise 4 or 5 post Certificate level units and represent a level of qualification that recognises the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICM Diploma holders should be able to display competence in the application of knowledge in a broad range of varied work activities performed in a wide variety of contexts, most of which are complex and non-routine.

Learning at this level involves obtaining detailed knowledge and skills and is appropriate for people working independently, or providing basic supervision and training of others in their field of work and people wishing to go to university.

Progression is available from the Diploma in to the second year of pertinent degree programmes at Bolton University, Southampton Solent University, and Swansea Institute

ICM Advanced Diplomas

Entry to an ICM Advanced Diploma requires completion of an ICM Diploma or equivalent qualification.

ICM Advanced Diplomas typically comprise 4 or 5 post Diploma level units and represent a level of qualification that involves specialist learning and detailed analysis of a high level of information and knowledge in a specified area of work or study.

Students perusing an ICM Advanced Diploma should demonstrate the ability to increase their depth of knowledge and understanding of an area of work or study to enable them to formulate solutions and responses to complex problems and situations.

Qualifications such as this are appropriate for people working as higher grade supervisors, professionals or managers who need to demonstrate high levels of knowledge, a high level of work expertise in job roles and competence in managing and training others. Learning at this level is appropriate for people working in technical and professional jobs, and/or managing and developing others.

The NQF equivalent is Level 5 and these qualifications are equivalent to UK intermediate Higher Education qualifications such as HND's Diplomas of Higher Education and Foundation Degrees that do not typically provide access to postgraduate programmes.

Progression is available from the Advanced Diploma in to the final year of pertinent degree programmes at Bolton University, Southampton Solent University, and Swansea Institute.

Graduate Diplomas

Students at this level study highly developed and complex levels of knowledge which enables the development of in-depth and original responses to complicated and unpredictable problems and situations.

Learning at this level involves the demonstration of high level specialist professional knowledge and is appropriate for senior professionals and managers. Indicative competencies involve the application of a range of fundamental principles across a wide and often unpredictable variety of contexts as well as the ability to perform technical or professional work activities in a variety of contexts with a substantial degree of personal responsibility and autonomy.

A qualification at this level is appropriate for people working as knowledge-based professionals or in professional management positions.

This qualification is equivalent to a Bachelors degree with honours, graduate certificates and graduate diplomas.

Relative Positioning of ICM Qualifications

National Qualifications Framework		Framework for ICM Levels	Framework for Higher Education Qualification levels (FHEQ)
Original levels	Revised levels		
Level 5 NVQ in Construction Project Management* Diploma in Translation	Level 8 Specialist awards		D (doctoral) doctorates
	Level 7 Diploma in Translation		M (masters) masters degrees, postgraduate certificates and diplomas
Level 4 NVQ in Advice and Guidance* Diploma in Management BTEC Higher National Diploma in 3D Design Certificate in Early Years Practice	Level 6 Diploma in Management	ICM Graduate Diploma	H (honours) bachelors degrees, graduate certificates and diplomas
	Level 5 BTEC Higher National Diploma in 3D Design	ICM Advanced Diploma	I (intermediate) diplomas of higher education and further education, foundation degrees, higher national diplomas
	Level 4 Certificate in Early Years Practice	ICM Diploma	C (certificate) certificates of higher education
Level 3 Certificate in Small Animal Care NVQ in Aeronautical Engineering A levels			
Level 2 Diploma for Beauty Specialists NVQ in Agricultural Crop Production GCSEs Grades A*-C			
Level 1 Certificate in Motor Vehicle Studies NVQ in Bakery GCSEs Grades D-G			
Entry Entry Level Certificate in Adult Literacy			

ICM Academic Calendar

Examinations

Examinations are externally set and marked by the Institute. Examinations are held in March, June, September and December each year. Candidates must be registered and paid-up Student Members of the Institute at the time they undertake the examinations.

ICM examinations take place four times each year in March, June, September and December with invigilation by ICM approved centres, British Council or similar.

Exam papers are securely distributed to centres and scripts are graded in the UK by ICM appointed markers.

Results and certificates are issued approximately twelve weeks from receipt of candidates' answer scripts.

Full details of exam dates are sent to ICM Approved Centres.

Examination Closing Dates

Candidates entering for examinations must ensure that their completed examination entry forms and fees reach the Institute at least eight weeks before the date of the examinations. Examination timetables indicate the closing date for receipt of entries for each sitting.

Examination Results

These are distributed within twelve weeks after each examination diet. Please do not call for results as we can not disclose confidential information over the phone.

Subject Exemptions

Students holding relevant recognised qualifications from other professional bodies may apply for exemptions on a subject-for-subject basis.

Study Methods

Your Teaching Centre has been provided with a detailed syllabus and reading list for each subject area. Each subject syllabus clearly defines the areas that you will be required to cover for each subject and your examination questions will be based on the areas and topics detailed for each subject. It is important to ensure that you obtain a copy of each subject syllabus from your Teaching Centre.

Each subject syllabus is normally linked to one main textbook and the examiners base their questions on the contents of the nominated text.

The subject syllabuses also give details of 'Alternative Texts' and texts recommended for further reading. Where possible you should read one or more of the 'Alternative Texts' in order to broaden your knowledge of the subject area.

Copies of past examination papers and other forms of assessment

The 24-7 website provides you with a database of recent exam papers at: www.icm.ac.uk

Subject advice, educational guidance and student support

You are expected to be independent and to take responsibility for your own academic and personal life. However, your study centre should also provide help and assistance. Your tutors will direct your studies and ensure that you know what work you need to cover in any given module. Seek advice from academic staff either during or after class or see them during their office hours.

Module Information

Covering all the major business studies areas and topics, the ICM Diploma in Business Studies programme has, over a fifteen year period, achieved international recognition and is now undertaken by students in over 100 countries.

In addition to providing a comprehensive knowledge of each of the major business functions, the structure of the course ensures that students have the widest possible range of career, employment and higher education options open to them on completion of their studies.

Programme Objectives

To provide prospective business and management students with a body of knowledge which will:

- increase their employment opportunities
- prepare them for eventual supervisory and management careers in industry and commerce and;
- provide them with a qualification which will enable them to progress to higher level general management or specialised business programmes at a later stage in their business or academic careers.

The programme is also suitable for working supervisors and managers who require recognised business qualifications for career advancement or promotion purposes.

Recommended Course Duration

To help calculate the duration of the programme, please refer to the section entitled 'Student Work Load'

It is expected that a student will need at least 18 months of full-time study at an ICM Approved Centre (6 months for each level) to complete this programme.

Examination Grades

Grade A - Distinction	70% and above
Grade B - Credit	60% to 69%
Grade C - Pass	50% to 59%
Grade D - Marginal Pass	40% to 49%
Grade F - Fail	39% and under

Certification

On successful completion of all the examinations in Part 1, students are awarded the ICM Certificate in Business Studies; on successful completion of all the examinations in Parts 1 & 2 students are awarded the ICM Diploma in Business Studies. On successful completion of all the examinations in Part 3 students are awarded the ICM Advanced Diploma in Business Studies and may apply for Associate Membership of the Institute.

Continuing Education

The Business Studies programme will serve as an excellent route way for students who ultimately seek full professional status and will provide first class underpinning knowledge for the mainstream UK degrees in Business Studies.

Entry Requirements

The Institute operates an 'Open Entry' policy in respect of many of its vocational programmes but prospective students should note that the following entrance qualifications are recommended for those wishing to undertake the Diploma and Advanced Diploma programmes:

Students holding relevant recognised qualifications from other professional examining bodies may apply for exemptions on a subject-for-subject basis.

Diploma in Business Studies

The minimum age for registration for this programme is 17.

- The ICM Business Studies Group Certificate
- The ICM Certificate in Commercial Studies
- One GCE A-level plus Three GCSEs (or equivalents)
- Five GCSEs at grades A, B or C (or equivalents)
- A suitable BTEC National Award
- Any qualification equivalent to one of the above.

Applicants over the age of 19 who do not hold one of the recommended entrance qualifications may also register for the programme providing they have been in full-time employment for a minimum of two years.

Advanced Diploma in Business Studies

The minimum age for registration for this programme is 18.

- The ICM Diploma in Business Studies(or an equivalent level business studies qualification)
- A suitable BTEC National Award
- Any business studies qualification equivalent to one of the above.

Course Structure

The Diploma in Business Studies Part 1

1. International Business Communications
2. Business Management & Administration
3. Numeracy & Statistics
4. Marketing

(A Certificate in Business Studies is awarded on completion of all Part 1 subjects)

The Diploma in Business Studies Part 2

5. Accounting
6. Economics for Business
7. Business Law
8. Organisational Behaviour

(The Diploma in Business Studies is awarded on completion of Parts 1 & 2)

The Advanced Diploma in Business Studies

9. Strategic Management
10. Marketing Management
11. Human Resources Management
12. Customer Service (New)

(The Advanced Diploma in Business Studies is awarded on completion of the above subjects)

International Business Communications Syllabus

Course Title	International Business Communications
Unit Code	IBC 101-05
Level	1/2
Credits	20
Unit Leader	BT
Pre-requisites	
Main Aim(s) of the Unit:	
To prepare students to address business communication situations encountered in their careers through the writing of memoranda, letters, reports, resumes, electronic messages; manuals with terms, mechanisms and instructions; process analysis; proposals; web portfolios; delivering oral presentations, in order to develop interpersonal skills and to foster critical thinking and problem-solving skills through the writing of effective communication for assigned business scenarios / situations.	
Main Topics of Study:	
Correspondence & Reports:	Letters / Memoranda / Varieties of Report / Compiling a Report / Summary / Terms of Reference / Procedure / Collection of Information / Questions to be Asked / Recording the Information / Analysis of the Findings / Searching for Solutions / Conclusions & Recommendations / Illustrations / Appendices / Writing the Report / Revision & Editing
Summarising:	Uses of Summarising Techniques / Note Taking / Brief Summaries / Longer Summaries
Advertising & Publicity:	Direct Advertising / Classified Advertisements / Display Classified Advertisements / Display Advertisements / Content & Style of Advertisements / Direct Mail Advertisements / Radio & Television / Press Releases / Articles
Manuals, Instructions & Form Design:	Booklets & Handbooks / Procedure Manuals / Instructions for Equipment Use / Job Instructors' Manuals / Written Instructions / Form Design
Meetings & Their Documentation:	Notice of Meeting / Agenda / Agenda Papers / Chairman's Agenda / Recording Meetings / Writing Up Minutes / The Minute Book / Writing Meetings Reports / The Main Types of Meetings / Rules Governing Meetings / What the Rules Cover / Procedures & Conventions / Chairmanship / The Role of the Secretary / Committee Members / Presenting a Case / Speeches & Lectures / The Art of Acting / Preparing the Speech / Visual Aids / Delivery / Stance / Answering Questions
Spoken Communication:	Telephone Techniques / Dictating / Interviews / Selection Interviews / Interview Techniques / Assessment / Applying for Employment / Other Interviews / Appraisal / Reward Review / Counselling / Grievances / Reprimands / Dismissal / Termination / The Effectiveness of Interviews / Radio & Television Interviews
The Role of Audio-Visual	Choosing Your Media / Basic Techniques / The Media

Aids:	
Thinking & Planning:	The Thinking Process / Thinking Techniques / Developing Reasoning / Considering the Recipient / Planning / Sample Plans
Language:	The Wrong Words / Emotive Language / Too Many Words / The Fog Index / The Right Words / Style & Tone / Sentence Structure / Paragraph Structure / Reference Books / Listening / Reading
Non-Verbal Communication:	The Nature of Non-Verbal Communication / Behavioural Patterns / The Effect on Spoken Communication
Charts & Graphs:	Tables / Line Graphs / Supply & Demand Curves / The ABC or Pareto Curve / Breakeven Charts / Z Charts / Bar or Block Charts / Gantt Charts / Histograms / Frequency Polygons / Pie Charts / Pictograms / Cartograms / Scatter Diagrams / Activity Charts & Flow Charts / Decision Tables & Algorithms / Organisation Charts
Analysis & Interpretation:	Applications at Work / Effective Approaches / Examination Questions / The Nature of Comprehension Questions / Method / General Advice / Types of Questions
External & Internal Communication:	Internal & External Communication / Contact With the Public
Management Communication:	The Need to Improve / Structure & Line Communication / The Place of Informal Communication / The Choice of Media / The Effect of Communication on Human Interaction
Information Technology:	The Technological Developments Already in Use / Developments Foreseeable this Century / Effects on the Process of Communication / Effects of Advanced Technology on Communication
Learning Outcomes for the Unit	
At the end of this Module, students will be able to:	
1	Demonstrate how business communication strategies and principles can be applied to prepare effective communication for domestic and international business situations
2	Discuss the relative merits of and appropriate organisational formats and channels used in developing and presenting business messages
3	Demonstrate understanding of the mechanics of oral and written communication including presentations, memos, letters, and reports.
4	Demonstrate language skills competency in grammar, spelling, punctuation, capitalization, number usage, and sentence structure by communicating in concise, clear, straightforward language.
5	Explain relative merits and mechanisms for communicating via electronic mail, Internet, and other electronic media.
6	To deliver an effective oral business presentation (Non credit bearing assessment)
7	To demonstrate problem-solving and critical-thinking skills by analysing business problems, resulting in functional business documents, memoranda, letters, and/or reports.
The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.	

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-7	2,5,7	1-7	1,2,5,7	6
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
7	1-7	1,2,6,7	1-7	0
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:				
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.				
Assessment methods which enable student to demonstrate the learning outcomes for the Unit:				Weighting:
Assignment One:				0%
Assessment Two:				0%
Examination: 3 hours duration				100%
Indicative Reading for this Unit:				
Main text: Mastering Business Communication - L A Woolcott & W R Unwin (Macmillan)				
Alternative Text and Further Reading: Practical Communications - F W Bergin (Pitman) People of Communication - D W Evans (Pitman) Basic Business Communication – K Lesikar (McGraw Hill)				
Guideline for Teaching and Learning Time (10 hrs per credit)				
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.			
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc			
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.			

Business Management & Administration Syllabus

Course Title	Business Management and Administration
Unit Code	BMA-0605
Level	1 / 2
Credits	20
Unit Leader	GW
Pre-requisites	
Main Aim(s) of the Unit:	
<p>The module introduces the student to a range of studies which are useful in understanding people in the workplace. It examines the concept of management within the global business environment and through the appraisal of business cases, a variety of approaches are considered.</p> <p>The module prepares students for their likely future roles as managers in organisations. It encourages them to synthesize knowledge and experience gained in other modules by considering competing perspectives on the nature of management. It encourages them to reflect upon the contribution that they might make as individuals to the management process, and to explore their own skills as potential managers, within the context of their peer group. The module touches practical, moral and ethical dimensions of the management role.</p> <p>This module complements the Business Strategy, Human Resource Management and Management Theory and Practice, by examining the key problems and dilemmas that may emerge for stakeholders in contemporary organisations.</p>	
Main Topics of Study:	
<p><i>The Organisational Background to Business Administration</i></p>	<p>The Management Framework to Business Administration</p> <p>What are Business Administration and Management?</p> <p>The Board of Directors</p> <p>Functions within an Organisation</p> <p>The 'Systems' Approach to Organisation</p> <p>Planning-Control Feedback Cycles</p> <p>Characteristic Features of Organisations</p> <p>The Structure of Organisations and the Need for Authority</p> <p>The Features of Bureaucratic and Non-Bureaucratic Organisations</p> <p>Traditional Principles and Types of Organisation</p>

	<p>More about Systems & Subsystems</p> <p>The Structure of Business Enterprises</p> <p>The Pattern of Organisations</p> <p>Business Types including; Sole-Trader Enterprises, Partnerships, Limited Partnerships, The Limited Liability Company, Non-Profit-Making Units (Clubs & Societies), Public Enterprises</p> <p>Public Sector Organisations; Autonomous Public Corporations, Nationalised Industries, Local Government Institutions, Central Government Departments</p>
<p><i>Functions within Organisations</i></p>	<p>The Production Function:</p> <p>The Production Process and Types of Production</p> <p>Site Selection & Factory Planning</p> <p>Plant & Equipment</p> <p>Materials & Materials Handling</p> <p>Production Administration</p> <p>Costing Aspects of Production</p> <p>Work Study</p> <p>Maintenance & Production</p> <p>CAD, CAM & CIM</p> <p>The Purchasing Function:</p> <p>The Nature of Purchasing and the Role of the Purchasing Officer</p> <p>Purchasing Department Procedures, Inventory Control, Stores Control and Economic Order Quantity</p> <p>The Research & Development Function:</p> <p>The Functions of the Research & Development Department</p> <p>Basic Research</p> <p>Problem-Based Research</p> <p>Ideas Generation</p> <p>Applied Research & Development</p> <p>Patents, Trade Marks & Service Marks</p> <p>Research & Development in the Business Organisation</p>

	<p>The Marketing Function:</p> <p>Introduction to Marketing and The Marketing Philosophy</p> <p>Market Analysis & Research</p> <p>Promotion, Publicity & Public Relations</p> <p>Pricing Policy</p> <p>Credit Control</p> <p>Sales Administration</p> <p>Transport & Distribution (Logistics)</p> <p>Export Marketing</p> <p>Personnel Department:</p> <p>The Need for Staff</p> <p>The Functions of the Personnel Department and a Personnel Policy</p> <p>Employee Records</p> <p>Promotion, Transfer, Termination & Dismissal</p> <p>Industrial Relations Practice</p> <p>The Remuneration of Staff</p>
<p><i>The Administrative Officer's Role</i></p>	<p>Office Administration:</p> <p>The Role of the Administrative Officer</p> <p>Facilities Management - The 'New-Look' Office Administrator</p> <p>The Office & its Functions</p> <p>The Clerical Function, Business Correspondence, Mail Inwards, Mail Outwards, Systems for Producing Business Correspondence.</p> <p>Meetings, Conferences, Functions and Delegation</p> <p>Other Responsibilities of the Administrative Officer:</p> <p>The Organisation & Methods Department</p> <p>Security Aspects of Business</p> <p>Risk Management</p> <p>The Environment of Organisations</p> <p>What is a Claimant?</p> <p>Assessing the Impact of Claimants</p>
<p>Learning Outcomes for the Unit</p>	

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

1	Provide critical evaluation of the major functional areas of a business and describe their interrelationship.
2	Evaluate competing perspectives on the nature of management as both a function and process within organisations
3	Discuss the concept of managerial power and authority, in the context of the work of individual managers, and organisations within their social and cultural contexts.
4	Discuss models of managerial decision-making
5	Discuss the development of organisations in their historical, social and cultural contexts, and the choices that this creates for the management of organisations
6	Explain the process of organisational change and development.
7	Discuss management as a moral and ethical process
8	Demonstrate an appreciation of the role of the Administrator as part of the Managerial process

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-8	1,2,4,7	1,2	1,2,7,8	-
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
-	-	1,2	1-8	

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:	Weighting:
Examination: 3 hours duration	100%

Indicative Reading for this Unit:

Main text:

Business Management & Administration - G Whitehead & G Whitehall (Institute of Commercial Management)

Alternative Texts and Further Reading:

Modern Business Administration - R C Appleby (Pitman)

The Structure of Business - M Buckley (Pitman)	
Students should also be prepared to read other suitable accounting text books	
Guideline for Teaching and Learning Time (10 hrs per credit)	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops:</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning:</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
100 hours	<p>Self managed learning:</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Numeracy & Statistics Syllabus

Course Title	Numeracy and Statistics
Unit Code	NS-0605
Level	1
Credits	20
Unit Leader	GW
Pre-requisites	
Main Aim(s) of the Unit:	
The aims of this module are to equip students the necessary skills to interpret information, carry out calculation and interpret the results of that information and later, to equip students with some of the analytical skills that are relevant to the study of Business Studies as a whole.	
Main Topics of Study:	
Using a Calculator:	Approximations / Estimation / Degrees of Accuracy / The Keys of a Calculator / Standard Form /
Fractions:	Types of Fraction / Equivalent Fractions / Operations Involving Fractions / The Conversion Between Fractions & Decimal Fractions /
Ratio and Proportion:	Ratio / Division in a Given Ratio / Direct Proportion / Scale Diagrams & Models /
Measurement:	Metric and Imperial Units / Conversion Between Metric & Imperial Units /
Percentages:	Percentages / Finding a Percentage of an Amount / Increasing & Decreasing an Amount by a Given Percentage / Expressing One Quantity as a Percentage of Another /
Wages & Salaries:	Basic Pay / Overtime Rates / Commission / Piecework / Deductions from Pay /
Travel:	Foreign Currency / Time / Timetables /
Sampling, Surveys, Questionnaires:	Surveys / Censuses / Samples / Sampling Methods / Bias / Questionnaires / Pilot Surveys / Hypothesis Testing /
Clarification & Tabulation of Data:	Tabulation / Classification of Data / Tally Charts / Frequency Tables /
Statistics on Display:	Pictorial Representation of Data / Pictograms / Bar Charts / Pie Charts / Line Graphs / Frequency Polygons / Drawing Inferences from Diagrams /
Averages & Range:	The Arithmetic Mean / The Mode / The Median / The Use of Mean, Mode & Median / The Mean & Median of a Frequency Distribution / Range /
Cumulative Frequency:	The Cumulative Frequency Curve (or Ogive) / The Median / The Interquartile Range / Percentiles /
Probability:	Introduction / Probability From Theory and Experiment / Simple Probabilities /

	Simple Laws of Addition / Possibility Space /
Networks & Decision Trees:	Networks / Decision Trees /
Algebra:	The Basics of Algebra / Indices / Brackets / Common Factors / Equations / Harder Equations / Trial & Improvement / Flow Diagrams / Sequences / Formulae /
Graphs:	Graphs & Curves / The Interpretation of Graphs / Graph Plotting / Conversion Graphs / Cartesian Coordinates / Straight Line Graphs / Gradients & Intercepts /
Geometrical Shapes:	Lines & Angles / Polygons / Circles & Angles / Tessellations / 2D Representation of 3D Objects /
Mensuration:	Perimeters of Polygons / Area / The Circumference and Area of a Circle / Volume /
Time & Travel Graphs:	Distance-Time Graphs with Straight Lines / Distance-Time Graphs with Curves / Velocity-Time Graphs / Growth & Decay /
Further Algebra:	Simultaneous Equations / Inequalities / Removing Brackets / Rearranging Formulae /

Learning Outcomes for the Unit

At the end of this Unit, students will be able to:

- 1 Identify appropriate types of quantitative information and their sources.
- 2 Rationalise and structure that information.
- 3 Use and analyse information that is presented in numerical form in an appropriate method to extract all relevant trends, patterns and points of importance.
- 4 Present the results and data informative and attractive manners including in diagrammatic form to clients, partners and business colleagues.

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills	Self-appraisal/ Reflection on Practice
1-3	3	3,4	1,2,3	-	-
Planning and Management of Learning	Problem Solving	Communication & Presentation	Practical/Psycho-motor Skills	Other skills (please specify):	
-	1-4	4	4	-	-

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable student to demonstrate the learning outcomes for the Unit:		Weighting:
3 Hour Examination		100%
Indicative Reading for this Unit:		
Main Text:		
Application of Number - B Gaultier & L Buchanan (Oxford University Press)		
Guideline for Teaching and Learning Time (10 hrs per credit)		
50 hours	Lectures / Seminars / Tutorials / Workshops	
	Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.	
50 hours	Directed learning	
	Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc	
100 hours	Self managed learning	
	Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.	

Marketing Syllabus

Course Title	Marketing (Valid from June 2006 exams)
Unit Code	MK-0905
Level	1 / 2
Credits	20
Unit Leader	NK
Pre-requisites	
Main Aim(s) of the Unit:	
To provide students with a foundation for the analysis of marketing within organizations including decision making processes, segmentation, the role of information and the marketing information system, the marketing mix, internal and external influences affecting strategy, competitor analysis and positioning.	
Main Topics of Study:	
Concept & Process of Marketing	
The Marketing Concept:	Evolution of Marketing / Business Orientations / Societal Issues & Emergent Philosophies / Customer & Competitor Orientation / Efficiency & Effectiveness / Limitations of the Marketing Concept /
Marketing process overview:	Marketing Audit / Integrated marketing / Environmental Analysis / SWOT Analysis / Marketing Objectives / Constraints / Options / Marketing planning /
Costs and benefits:	Benefits of Building Customer Satisfaction / Service and Customer Care / Relationship Marketing / Customer Retention / Customer Profitability / Total Quality Marketing /
Segmentation, Targeting & Positioning	
Macro-environment:	Environment Scanning / Political, Legal, Economic, Socio-cultural, Ecological & Technological Factors /
Micro-	Stakeholders (Organisation's Own Employees, Suppliers, Customers,

environment:	Intermediaries, Owner's Financiers, Local Residents, Pressure Groups & Competitors) / Direct & Indirect Competitors / Porter's Competitive Forces /
Buyer Behaviour:	Dimensions of Buyer Behaviour / Environmental Influences / Personal Variables - Demographic, Sociological, Psychological-motivation, Perception & Learning / Social Factors / Psychological Stimuli / Attitudes / Other Lifestyle & Life Cycle Variables / Consumer & Organisational Buying /
Segmentation:	Process of Market Selection / Macro & Micro Segmentation / Bases for Segmenting Markets: Geographical, Demographic, Psychographic & Behavioural / Multivariable Segmentation & Typologies / Benefits of Segmentation / Evaluation of Segments & Targeting Strategies / Positioning / Segmenting Industrial Markets / Size / Value / Standards / Industrial Classification /
Marketing mix	
Products:	Products & Brands - Features, Advantages & Benefits / The Total Product Concept / Product Mix / Product Life-cycle & Its Effect on Other Elements of the Marketing Mix / Product Strategy / New Product Development / Adoption Process /
Place:	Customer Convenience & Availability / Definition of Channels / Types & Functions of Intermediaries / Channel Selection / Integration & Distribution Systems / Franchising / Physical Distribution Management & Logistics / Ethical Issues /
Price:	Perceived Value / Pricing Context & Process / Pricing Strategies / Demand Elasticity / Competition / Costs / Psychological / Discriminatory / Ethical Issues /
Promotion:	Awareness & Image / Effective Communication / Integrated Communication Process / Promotional Mix Elements / Push & Pull Strategies / Advertising Above & Below the Line / Packaging / Public Relations & Sponsorship / Sales Promotion / Direct Marketing & Personal Selling / Branding / On-line Marketing /
Different Marketing Segments & Contexts	
Consumer Markets:	Fast-moving Consumer Goods / Consumer Durables / Co-ordinated Marketing Mix to Achieve Objectives /
Organisational Markets:	Differences From Consumer Markets / Adding Value Through Service / Industrial / Non-profit Making / Government / Re-seller /
Services:	Nature & Characteristics of Service Products - Intangibility, Ownership, Inseparability, Perishability, Variability / Heterogeneity - the 7Ps / Strategies / Service Quality / Elements of Physical Product Marketing / Tangible & Intangible Benefits /
International Markets:	Globalisation / Standardisation Versus Adaptation / The EU / Benefits & Risks / Market Attractiveness / International Marketing Mix Strategies /

Learning Outcomes for the Unit				
At the end of this Module, students will be able to:				
1	Understand the marketing environment and the scope of tasks undertaken in marketing in the context of different organizational situations in which marketing is applied.			
2	Understand the decision making processes within consumer and organizational buying situations explain the ways in which market segments are defined and recognise the importance of information in decisions concerning customers and markets.			
3	Assess the role of the marketing mix within the context of marketing decision making.			
4	Examine various marketing strategies used within different organizations and competitive situations			
The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.				
Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-4	3,4	3,4	3,4	
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
		3,4	1-4	
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:				
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.				
Assessment methods which enable student to demonstrate the learning outcomes for the Unit:				Weighting:
Assignment One:				0%
Assessment Two:				0%
Examination: 3 hours duration				100%
Indicative Reading for this Unit:				
Main Text: Marketing: HND Mandatory Unit 1. BPP Professional Education ISBN 0-7517-1243-4				
Alternative Texts and Further Reading: Fundamentals of Marketing - W G Leader & N Kyritsis (Stanley Thorne) Marketing Principles and Practice – D Adcock (Pearson Publishing) Principles of Marketing - Kotler (Prentice Hall)				

Guideline for Teaching and Learning Time (10 hrs per credit)	
50 hours	Lectures / Seminars / Tutorials / Workshops Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

Accounting Syllabus

Course Title	Accounting
Unit Code	AC1-0605
Level	1
Credits	20
Unit Leader	JC
Main Aim(s) of the Unit:	
This module introduces the fundamentals of accounting theory and practice and develops the accounting techniques and skills necessary to provide a foundation for further study and practical experience.	
Main Topics of Study:	
Introduction to Accounting:	<ul style="list-style-type: none"> ▪ What is Accounting? ▪ Business Organisations and Sources of Finance ▪ Introducing Financial Statements: The Profit and Loss Account and the Balance Sheet ▪ The Role of the Accountant and the Accounts Office
Supply Information for Management Control:	<ul style="list-style-type: none"> ▪ The Purpose of Management Information ▪ The Use of Cost Centres and Coding of Costs ▪ Providing Comparisons on Costs and Income ▪ A Brief Introduction to Wages ▪ Control Accounts: Sales and Purchase Ledger Control
The Construction of Financial Statements:	<ul style="list-style-type: none"> ▪ Financial Statements: The Calculation of Profits ▪ Adjustments: Accruals, Prepayments and Drawings ▪ Adjustments: Bad Debts and Provisions for Debtors / Depreciation of Fixed Assets / Partnership Accounts / Company Accounts / Accounts of Clubs and Societies / The Extended Trial Balance
Using Accounting Information:	<ul style="list-style-type: none"> ▪ Accounting Ratios and Preparing Reports ▪ Accounting Standards: Statements of Standard Accounting Practice and Financial Reporting Statements (SSAPs and FRSS) / Accounting for Stocks / Manufacturing Accounts / Marginal Costing / Budgeting

Course Review	▪ Course review and exam preparation			
Learning Outcomes for the Unit				
At the end of this Module, students will be able to:				
1	Understand key concepts and techniques useful in recording and analysing accounting information			
2	Produce solutions to accounting problems, which make appropriate use of accounting practice and principles and which are well organised and clearly stated.			
3	Prepare statements reporting the financial performance and financial position of business entities			
4	Analyse accounting data and accounting reports using appropriate tools and techniques.			
5	Demonstrate an awareness of the context within which accounting operates and through which it relates to the business environment.			
The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.				
Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1,5	4	3	4	0
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
5	1-5	2	3	0
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:				
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.				
Assessment methods which enable student to demonstrate the learning outcomes for the Unit:				Weighting:
Assignment One:				0%
Assessment Two:				0%

<p>Examination: 3 hours duration</p> <p>EXAMINER'S NOTE:</p> <p>The only ratios that will be tested in the accounting exam are: profitability, liquidity (short-term solvency) and efficiency ratios.</p>	<p>100%</p>
<p>Indicative Reading for this Unit:</p>	
<p>Main Text:</p> <p>Finance & Accounting – R Giles (ICM) – Chapters 1-4, 17-21, 22-27, 29-30, 31-33, 35-37 and 40.</p> <p>Alternative Texts and Further Reading:</p> <p>A Complete Course in Business Accounting - R Giles (Nelson Thornes)</p> <p>Frank Wood's Business Accounting 1 - Wood & Sangster (Pitman)</p> <p>Note: Students should also be prepared to read other suitable accounting text books</p>	
<p>Guideline for Teaching and Learning Time (10 hrs per credit)</p>	
<p>50 hours</p>	<p>Lectures / Seminars / Tutorials / Workshops:</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
<p>50 hours</p>	<p>Directed learning:</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
<p>100 hours</p>	<p>Self managed learning:</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Economics for Business Syllabus

Course Title	Economics for Business
Unit Code	EB-0605
Level	2
Credits	20
Unit Leader	BF
Pre-requisites	
Main Aim(s) of the Unit:	
This unit examines the main concepts of economic theory and their importance within a business framework. Throughout the unit the emphasis will be on the applicability of business and the external circumstances under which business operates. The aim is to provide the necessary knowledge, tools and understanding of economics as a basis for the study of business.	
Main Topics of Study:	
The Nature & Scope of Economics:	The Development of Economic Society / The Economic Problem: Scarcity Choice and Opportunity Cost / Alternative Economic Systems.
Production:	The Economic Background to Production / Specialisation and the Division of Labour / Business Organisations / Factors of Production / The Scale of Production and Economies of Scale / The Location of Production.
The Theory of Price Determination:	Demand / Supply / Price Determination / Concept of Elasticity / Applications of the Demand and Supply Model.
Market Structures:	Competitive Markets – the Institutions where Price is Decided / Monopoly / Oligopoly / Imperfect Competition (Monopolistic Competition) / Public Policy Towards Competition
Factor Markets and Rewards to Factors:	Rewards to Factors: Distribution Theory / Land & Rent / Labour & Wages / Capital & Interest / Entrepreneurship & Profit / Economic Rent
Market Failure:	Market Imperfections / Externalities / Public Goods and Merit Goods / Imperfect Information / Dealing with Market Failure
Money & Banking:	Functions of Money / Financial Institutions / Central Banking
Macroeconomics:	Basic National Income Accounting / Use of National Income Statistics / Economic Policy / Circular Flow Analysis / Consumption, Savings and Investment / National Income Equilibrium / Multiplier and Accelerator
Unemployment & Inflation:	Types of Unemployment / Costs of Unemployment / Causes of Inflation / Costs of Inflation
Economic Policy Instruments:	Taxation, Government Spending and Budgets / Fiscal Policies / Money and Monetary Policy / Supply Side Measures and Privatisation
International Trade:	Absolute & Comparative Advantage / The Principle of Free Trade /

	Protection – Types and Causes / Free Trade, Customs Unions and Single Markets / The European Union and Other Free Trade Areas / GATT and WTO / Balance of Trade and Payments / Dealing with Balance of Payments Problems.			
Globalisation and International Monetary Issues:	Exchange Rate Determination / Fixed and Floating Exchange Rate Systems / Trade and Economic Development / Transnational Enterprises / Globalisation.			
Learning Outcomes for the Unit				
At the end of this Unit, students will be able to:				
1	Demonstrate an understanding of the main economic theories about the firm and its market.			
2	Critically evaluate the usefulness of these theories in understanding the operation of business.			
3	Demonstrate knowledge of the relationship between economics and management.			
The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.				
Knowledge & Understanding	Analysis	Synthesis / Creativity	Evaluation	Interactive & Group Skills
1-3	1	2	2	
Planning and Management of Learning	Problem Solving	Communication & Presentation	Practical/Psychomotor Skills	Other skills (please specify):
0	0	0	0	0
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:				
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.				
Assessment methods which enable student to demonstrate the learning outcomes for the Unit:			Weighting:	
3 hour examination			100%	
Indicative Reading for this Unit:				
Main Texts:				
Economics: A background text – B Forster and G Whitehead (ICM)				
Student Handbook for Economics: A background text – B Forster and G Whitehead (ICM)				
Alternative Texts and Further Reading:				
Business Basics in Economics for first year degree students (BPP Publishing)				
Essentials of Economics – J Sloman (Prentice Hall)				

Guideline for Teaching and Learning Time (10 hrs per credit)	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
100 hours	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Business Law Syllabus

Course Title	Business Law
Unit Code	BL-0605
Level	2
Credits	20
Unit Leader	IC
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This module aims to introduce the student to a study of the law in the business environment. It introduces sources of law and legal method, business organisations and legal relationships, contracts including the supply of goods and services, agency agreements and civil wrongs in the business environment including negligence and nuisance.</p> <p>An understanding of the rights and responsibilities of organisations is an essential requirement in the study of business operations at home and those involved in international business transactions and trade.</p>	
Main Topics of Study:	
Contracts	<p>Formation of Contract: What is a Contract? / The Intention to Create Legal Relations / Offer / Termination of an Offer / Acceptance / Agreement without Offer & Acceptance / The Nature of Consideration / Executory, Executed & Past Consideration / Sufficiency of Consideration / Privity of Contract</p> <p>Terms of Contract: The Terms of Contract / Incomplete Contracts Conditions & Warranties / Oral Evidence Relating to Contracts in Writing / Representations & Contract Terms / Implied Terms / The Required Form of Contracts / Exclusion Clauses / The Unfair Contract Terms Act 1977 / The Unfair Terms in Consumer Contracts Regulations 1994</p> <p>Vitiating Factors: Contractual Capacity / Mistake / Misrepresentation / Duress / Undue Influence / Void & Illegal Contracts</p> <p>Discharge of Contract: How a Contract Comes to an End / Performance / Agreement / Breach of Contract / Frustration / Remedies Available for Breach of Contract / Damages / Action for the Price / Equitable Remedies / Limitation to Actions for Breach / Quasi-Contract</p>

<p>Agency</p>	<p>Agency: The Creation of Agency / The Duties of an Agent / The Rights of an Agent / The Authority of an Agent / Liability of the Parties / Agents Acting for Undisclosed Principals / Termination of Agency / Special Types of Agent</p>
<p>Sale of Goods</p>	<p>Definition of a Contract for the 'Sale of Goods': Types of Goods / The Price / Terms Implied by the Sale of Goods Act 1979 & Changes made by the Sales & Supply of Goods Act 1994 (S.14) / Time of Performance / Seller's Title / Description of the Goods / Sale by Sample / Satisfactory Quality & Fitness for Purpose / Passing of Property & Risk / Nemo Dat Quod Non Habet / Delivery / Acceptance & Rejection / Remedies of the Parties, Romalpa Clauses / The Supply of Goods & Services Act 1982</p>
<p>Consumer Credit and Protection</p>	<p><u>PART D</u></p> <p>Consumer Credit: Forms of Consumer Credit / What is a Regulated Agreement? / The Classification of Regulated Agreements / The Protection of Debtors / Lenders Liability / Termination of Credit Agreements / Extortionate Credit Bargains / Consumer Credit Licensing, Advertising & Canvassing / Credit Cards</p> <p>Consumer Protection: Consumer Protection / Trade Descriptions / Consumer Safety / Product Liability</p>
<p>Tort and Negligence</p>	<p>Tort: Tort & Other Wrongs / Wrong & Damage Distinguished / Remoteness of Damage / Vicarious Liability / Strict Liability / Defences to an Action in Tort / Contributory Negligence / Remedies in Tort / Conversion / Nuisance / Defamation / Definition / Libel and slander / Action and defences</p> <p>Negligence: Negligence / Duty of Care / Breach of Duty of Care / Res Ipsa Loquitur / Consequential Harm / Negligent Mis-statement</p>
<p>Company Law</p>	<p>The Nature of a Company</p> <p>The Company as a Legal Entity / The Veil of Incorporation / Companies & Partnerships / A Company's Liability in Tort & Crime / Public & Private Companies / Holding & Subsidiary Companies</p> <p>Formation of a Company</p> <p>Promoters & Pre-Incorporation Contracts / Registration Procedures / Commencement of Business / Company Contracts</p> <p>Memorandum & Articles</p> <p>Purpose & Contents of the Memorandum / The Company Name /</p>

	<p>Registered Office / Objects / Articles of Association / Alteration of the Articles / The Memorandum & Articles as Contracts</p> <p>Meetings</p> <p>Types of Meeting / Convening a Meeting / Proxies / Types of Resolution / The Assent Principle</p> <p>Liquidations & Other Insolvency Procedures</p> <p>Methods of Dissolution / Liquidations / Compulsory Liquidation / Voluntary Liquidation / Liquidation Committee / Contributories / Powers of Liquidators / Duties of Liquidators / Alternatives to Liquidation / Administration Orders / Voluntary Arrangements</p> <p>Directors</p> <p>Appointment / Shareholdings / Termination of office / Disqualification / Powers and dealings</p> <p>Partnerships: Definition</p>
--	--

Learning Outcomes for the Unit

At the end of this Module, students will be able to:

- 1 Explain the law making process.
- 2 Identify the legal issues in a variety of business situations.
- 3 Analyse and apply the legal rules to resolve factual problem situations.
- 4 Demonstrate an appreciation of the British and European perspectives.

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-4	2-3	-	-	-
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
-	-	3	-	-

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth

learning experience.	
Assessment methods which enable student to demonstrate the learning outcomes for the Unit:	Weighting:
Assignment One:	0%
Assessment Two:	0%
Examination: 3 hours duration	100%
Indicative Reading for this Unit:	
<p>Main Text:</p> <p>Business Law - Keenan & Riches (7th Edition), Longman</p> <p>Alternative Texts and Further Reading:</p> <p>Business & Commercial Law - A Kadar, K Hoyle & G Whitehead (Heinemann)</p> <p>Essentials of Irish Business Law - Sheeren (Gill & Macmillan)</p> <p>Basic English Law - W T Major (Macmillan)</p> <p>Business Law - K R Abbott & Pendlebury (DP Publications)</p>	
Guideline for Teaching and Learning Time (10 hrs per credit)	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
100 hours	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Organisational Behaviour Syllabus

Course Title	Organisational Behaviour
Unit Code	OB 06-05
Level	2
Credits	20
Unit Leader	KE
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This module will contribute towards students' analysis of, and effectiveness within, a range of work organisations. The module examines approaches to enhancing personal and organisational effectiveness through focusing on the internal nature of organisations, identifying alternative structures and common patterns of behaviour. The involvement of the host organisations in the work of the module provides an important commercial background to the overall programme, and the extensive research element provides an opportunity for students to develop their research, planning and organisational skills.</p>	
Main Topics of Study:	
Introduction to Organisations	<p>Organisation Structure</p> <p>Structural Perspective / Elements of Organisation Structure / Types of Job / Line, Staff & Functional Structures / Formal & Informal Organisations / Designing Organisation Structure / Centralisation & Decentralisation</p>
Management	<p>Scientific Management</p> <p>Taylorism / Gilbreth / Gantt / Fordism</p> <p>Bureaucracy & Roles</p> <p>Organisational Structuring / Rules / Roles / Bureaucracy or Adhocracy</p> <p>Classical Management Theory</p> <p>Henri Fayol / Applicability of Theory / Modern Classical Management Theory</p> <p>Contingency Approach</p> <p>Contingency & Organisational Structure / Determinism Versus Strategic Choice / Technological Determinism / Environmental Determinism / Strategic Choice /</p>

	Environmental Strategic Choice
People in Organisations	<p>Communication & Perception Interpersonal Communication / Perception / Non-Verbal Communication</p> <p>Motivation Motives as Goals of Human Behaviour / Motives as Individual Decision-Making Processes / Social Process of Motivating Others / Empowerment</p> <p>Learning Learning Process / Behaviourist Approach to Learning / Cognitive Approach to Learning / Behaviour Modification Techniques / Socialisation & Feedback</p> <p>Personality Definition / Personality Types & Traits / Stress & its Management / Development of the Self / Nomothetic & Idiographic / Psychometrics</p>
Groups and Teams in Organisations	<p>Group Formation Group Level Analysis of Organisational Behaviour / Historical Background to Study of Groups / Concept of a Group / Formal & Informal Groups / Homans Theory of Group Formation / Stages of Group Development</p> <p>Group Structure & Process Group Structure / Status Structure / Power Structure / Linking Structure / Role Structure / Group Structure & Group Process / Leadership Structure / Communication Structure</p> <p>Group Control Group Influences on Individuals' Motivations / Group Influences on Individuals' Perceptions / Group Socialisation of Members / Group Influences on Individuals' Attitudes & Behaviours / Conformity to & Rebellion Against Authority</p> <p>Group Effectiveness Effectiveness, Productivity & Satisfaction / Factors Affecting Group Behaviour / Making Groups Perform / Group Cohesion</p>
Development and Change: Issues and Challenges	<p>Organisational Change The Contemporary Imperative / Project Management & Participative Management / Resistance to Change / Understanding Change / Business Process Re-Engineering / Change Agent</p>

	<p>Organisation Development</p> <p>Goals & Processes / Levels & Models of Intervention / OD Techniques / OD Applications / OD Consultant</p> <p>Corporate Culture</p> <p>Rise of Corporate Culture Concept / Models of Corporate Culture / Corporate Culture & Economic Performance / Changing Cultures / Corporate Culture & Management Control / National Cultures</p> <p>Technology & Change</p> <p>Definitions & Predictions / Determinism or Choice / Politics of Technology / Characteristics of Mass Production / Socio-Technical Systems Analysis & Design / Competing Socio-Technical Paradigms / Advanced Technology & the Changing Nature of Work</p>
<p>Management Power and Control</p>	<p>Leadership & Management Style</p> <p>Functions of Leaders & Managers / Leaders as Special People / Leaders & Followers / Context / Culture / Changing Leadership Style</p> <p>Managing Conflict</p> <p>Perspectives on Organisational Conflict / Functional & Dysfunctional Conflict / Coordination & Conflict</p> <p>Organisational Power & Politics</p> <p>Organisations – Rational or Political / Organisational Politics / Organisational Power / Power & Influence</p> <p>Management Control</p> <p>Perspectives on Management Control / Nature of Management Control Mechanisms / Strategies & Problems of Management Control / Psychological Need for Control / Social Control</p>
<p>Learning Outcomes for the Unit</p>	
<p>At the end of this Module, students will be able to:</p>	
<p>1</p>	<p>Identify mechanisms for the setting of organisational goals and their achievement</p>
<p>2</p>	<p>Identify the causal determinants of organisational structures</p>
<p>3</p>	<p>Compare and contrast the nature of management in historical and contemporary contexts.</p>

4	Put current debates about the nature of organisational control in a historical context.
5	Use a variety of models of organisational effectiveness to suggest changes to an organisation
6	Discuss approaches to management power and control within different organisational settings
7	Discuss organisational issues related to group dynamics by reflecting on group structures and processes raised in the module.

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-7	1-7	4	2-7	-
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
-	-	6,7	1-7	-

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable student to demonstrate the learning outcomes for the Unit:	Weighting:
Assignment One:	0%
Assessment Two:	0%
Examination: 3 hours duration	100%

Indicative Reading for this Unit:

Main Text:

Organisational Behaviour: An Introductory Text – David Buchanan & Andrej Huczynski (Prentice Hall)

Alternative Texts and Further Reading:	
Management and Organisational Behaviour – Laurie J Mullins (Prentice Hall)	
Guideline for Teaching and Learning Time (10 hrs per credit)	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops.</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning.</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
100 hours	<p>Self managed learning.</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Strategic Management Syllabus

Course Title	Strategic Management
Unit Code	SM-0605
Level	3
Credits	20
Unit Leader	KE
Pre-requisites	
Main Aim(s) of the Unit:	
This module aims to develop a student's understanding of the operational and strategic dimensions of organisations and raise their awareness to the current discourse in strategic management theory.	
Main Topics of Study:	
Nature of Strategic Management:	Definitions / Stages of Strategic Management / Key Terms in Strategic Management / Strategic Management Model / Benefits of Strategic Management / Business Ethics & Strategic Management / Business & Military strategy
Strategies in Action:	Types of Strategies / Integration Strategies / Intensive Strategies / Diversification Strategies / Defensive Strategies / Guidelines for Pursuing Strategies / Mergers & Leveraged Buyouts / Generic Strategies / Strategic Management in Governmental Organisations / Strategic Management in Small Firms
Business Mission:	Importance of a Clear Mission / Nature of a Business Mission / Components of a Mission Statement / Writing & Evaluating Mission Statements /
External Assessment:	Nature of an External Audit / Economic Forces / Social, Cultural, Demographic & Environmental Forces / Political, Governmental & Legal Forces / Technological Forces / Competitive Forces / Sources of External Information / Forecasting Tools & Techniques / Competitive Analysis / Industry Analysis /
Internal Assessment:	Nature of an Internal Audit / Relationships Among Functional Areas / Management / Marketing / Finance / Productions/Operations / R&D / Computer Information Systems / Internal Audit Checks / Internal Factor Evaluation Matrix /
Strategy Analysis & Choice:	Nature of Strategy Analysis & Choice / Long Term Objectives / Comprehensive Strategy Formulation Framework / Input Stage / Matching Stage / Decision Stage / Cultural Aspects of Strategy Choice / Politics of Strategy Choice / Role of Board of Directors
Strategy Implementation, Management Issues:	Nature of Strategy Implementation / Annual Objectives / Policies / Resource Allocation / Managing Conflict / Matching Structure with Strategy / Restructuring & Reengineering / Linking Performance & Pay to Strategies / Managing Resistance to Change / Managing the Natural Environment / Creating a Strategy-Supportive Culture / Production/Operations Concerns when Implementing Strategies / Human Resource Concerns when Implementing Strategies /

Implementing Strategies, Other Issues:	Nature of Strategy Implementation / Marketing Issues / Finance Issues / R&D Issues / Computing Information Systems Issues /
Strategy Review, Evaluation & Control:	Nature of Strategy Evaluation / Strategy-Evaluation Framework / Published Sources of Strategy-Evaluation Information / Characteristics of an Effective Evaluation System / Contingency Planning / Auditing / Using Computers to Evaluate Strategies / Guidelines for Effective Strategic Management /

Learning Outcomes for the Unit

At the end of this Module, students will be able to:

1	Provide a critical appreciation of the key concepts, models and paradigms that are central to contemporary strategic management theory.
2	Demonstrate a critical understanding of the complex and dynamic nature of strategic decision making.
3	Communicate succinctly and clearly in what ways strategic management can influence the allocation of resources, impact on organisational competence and alter an organisation's direction.

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-3	3	3	1-3	
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
		3	3	

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable student to demonstrate the learning outcomes for the Unit:	Weighting:
Assignment One:	0%
Assessment Two:	0%
Examination: 3 hours duration	100%

Indicative Reading for this Unit:

Main Text:

Strategic Management - Fred R David (Prentice Hall)

<p>Alternative Texts and Further Reading: Exploring Corporate Strategy – Gerry Johnson & Kevan Scholes (Prentice Hall)</p>	
<p>Guideline for Teaching and Learning Time (10 hrs per credit)</p>	
50 hours	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
50 hours	<p>Directed learning</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
100 hours	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Marketing Management Syllabus

Course Title	Marketing Management
Unit Code	MM-0605
Level	2/3
Credits	20
Unit Leader	NK
Pre-requisites	
Main Aim(s) of the Unit:	
Using the introductory course in Marketing as a foundation, to study marketing decision making within an organization using an applied framework of marketing planning and control.	
Main Topics of Study:	
Marketing Management:	<ul style="list-style-type: none"> ▪ The Critical Role of Marketing in Organisations & Society ▪ Laying the Groundwork through Strategic Planning ▪ Managing the Marketing Process & Marketing Planning
Analysing Marketing Opportunities:	<ul style="list-style-type: none"> ▪ Marketing Information Systems & Marketing Research ▪ Analysing the Marketing Environment Analysing Consumer Markets & Buyer Behaviour ▪ Analysing Business Markets & Organisational Buying Behaviour Analysing Competitors
Researching & Selecting Target Markets:	<ul style="list-style-type: none"> ▪ Measuring & Forecasting Market Demand ▪ Identifying Market Segmentation & Selecting Target Markets
Designing Marketing Strategies:	<ul style="list-style-type: none"> ▪ Marketing Strategies for Differentiating & Positioning the Marketing Offer ▪ Developing, Testing & Launching New Products & Services ▪ Managing Products through their Product Life Cycle ▪ Deciding on International Market Entry ▪ Methods of Entry ▪ International Marketing programmes
Planning Marketing Programmes:	<ul style="list-style-type: none"> ▪ Managing Product Lines, Brands & Packaging ▪ Managing Service Business & Ancillary Services □ Designing Pricing Strategies & Programmes

	<ul style="list-style-type: none"> ▪ Selecting & Managing Marketing Channels ▪ Managing Retailing & Wholesaling ▪ Designing Communication & Promotion-Mix Strategies ▪ Designing Effective Advertising Programmes ▪ Designing Direct Marketing, Sales-Promotion & Public Relations Programmes ▪ Managing the Salesforce ▪ Managing Direct Marketing Operations ▪ Implementing Marketing Programmes ▪ Controlling Marketing Activities
--	--

Learning Outcomes for the Unit

At the end of this Module, students will be able to:

1	Understand the theory and practice of marketing decision making.
2	Formulate solutions to case studies, practical examples and exercises.
3	Apply marketing decision making principles to a wide variety of contexts within the non-profit and private sectors from small as well as large enterprises and from services and industrial markets as well as the traditional area of consumer marketing.
4	Develop a marketing plan for a product or service.

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-4	2,3,4	2,3,4	2,3,4	-
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
	2,4	2,3,4	2,3,4	-

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

<p>Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.</p>	
<p>Assessment methods which enable student to demonstrate the learning outcomes for the Unit:</p>	<p>Weighting:</p>
<p>Assignment One:</p>	<p>0%</p>
<p>Assessment Two:</p>	<p>0%</p>
<p>Examination: 3 hours duration</p>	<p>100%</p>
<p>Indicative Reading for this Unit:</p>	
<p>Main Text:</p> <p>Marketing Management - Philip Kotler (Prentice Hall)</p>	
<p>Alternative Texts and Further Reading:</p> <p>Go International - Keith Monk (McGraw Hill)</p> <p>Essentials of Marketing - G Lancaster & L Massingham (McGraw Hill)</p>	
<p>Guideline for Teaching and Learning Time (10 hrs per credit)</p>	
<p>50 hours</p>	<p>Lectures / Seminars / Tutorials / Workshops</p> <p>Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.</p>
<p>50 hours</p>	<p>Directed learning</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
<p>100 hours</p>	<p>Self managed learning</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Human Resources Management Syllabus

Course Title	Human Resource Management
Unit Code	HRM-0605
Level	2/3
Credits	20
Unit Leader	BT
Pre-requisites	
Main Aim(s) of the Unit:	
<p>Human Resource Management is principally about identifying and making effective use of a range of methods and techniques for providing human resources for an organisation and ensuring their optimum utilisation whilst Human Resource Development is principally about enabling individuals to plan, conduct and evaluate a range of development interventions effectively within their own organisation.</p> <p>This module aims to develop students' knowledge and understanding, from both an academic and a practitioner perspective, of the critical role human resources play in the achievement of organisational objectives and the issues and processes involved in effectively managing those human resources. The module will seek to show the likely importance to organisations in adopting a true/soft Human Resource Management approach to the management of its people.</p>	
Main Topics of Study:	
Introduction	What is Human Resource Management?
Individuals & Groups:	<p>Individual Differences</p> <p>Perceptions / Communications / Motivation / Industrial Psychology / Behavioural Theories / Research Studies</p> <p>Groups</p> <p>Group Dynamics / Personal & Group Goals</p>
Manpower Planning:	<p>Recruitment & Selection</p> <p>Interviewing / Selection Testing / Validation of Testing Procedures</p> <p>Training</p> <p>Systems Approach to Training / On-Job Vs Off-Job / Induction Programmes</p>

	Personnel Records / Use of Computers
Job Analysis:	Job Description / Job Specification / Person Specification Job Rotation / Job Enlargement / Job Enrichment / Job Evaluation
Development of a Human Relations Approach:	Role of Personnel Department / Nurturing Human Assets in a Business / Career Development / Counselling / Welfare / Participating in Decision-Making / Supportive Management Styles
Industrial Relations:	The Role of the Trade Union / Moves Toward Industrial Democracy / Strikes, Cause, Effect & Avoidance
Learning Outcomes for the Unit	
At the end of this Module, students will be able to:	
1	Distinguish between different approaches to the management of human resources.
2	Understand the potential strategic role of the Personnel/Human Resource Management department.
3	Appreciate key forces at work in any attempt to achieve equality in the workplace.
4	Develop a detailed plan for the effective resourcing of an organization's human requirements.
5	Identify and evaluate the ways in which performance management systems contribute to the development of the individual and enhance organizational performance.
6	Discuss how effective working relationships, with employees and/or their representative bodies, are created, maintained and enhanced with an understanding of organisational pressures associated with these organisational relationships.
7	Critically assess the effectiveness of human resource policies and practices in their organisational setting.

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.				
Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-6	4,7	4,6	3,5,7	-
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
6	4	4	4,5	-
Learning and teaching methods/strategies used to enable the achievement of learning outcomes:				
<p>Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.</p>				
Assessment methods which enable student to demonstrate the learning outcomes for the Unit:				Weighting:
Examination: 3 hours duration				100%
Indicative Reading for this Unit:				
<p>Main Text:</p> <p>Management & Organisational Behaviour - L Mullins (Pitman)</p> <p>Alternative Texts and Further Reading:</p> <p>Human Resources Management: Perspectives & Issues - G Ferris & K Rowland (Allyn & Bacon)</p> <p>Human Resource Planning - John Bramham (I P M)</p> <p>Personnel Management - S Tyson & A York (Heinemann)</p> <p>Management & Motivation - Vroom & Deci (Penguin)</p> <p>People in Organisations - P Armstrong & C Dawson (Elm)</p>				
Guideline for Teaching and Learning Time (10 hrs per credit)				
50 hours	Lectures / Seminars / Tutorials / Workshops:			
	Tutorial support includes feedback on assignments and may vary by college according			

	to local needs and wishes.
50 hours	<p>Directed learning :</p> <p>Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc</p>
100 hours	<p>Self managed learning:</p> <p>Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.</p>

Customer Service (New) Syllabus

Course Title	Customer Service (New)
Unit Code	CS-0605
Level	3
Credits	20
Unit Leader	KE
Pre-requisites	
Main Aim(s) of the Unit:	
<p>This module stresses that excellent customer service is considered as a prerequisite for any successful company.</p> <p>It aims to clarify what this means for the customer service manager or supervisor, in practical terms.</p> <p>A concise introduction to the business reasons for building good relationships with customers, is presented as well as an examination of the management framework of customer service.</p> <p>The customer service manager's role is explained and techniques offered that are easy to implement and will improve customer service.</p>	
Main Topics of Study:	
Introduction	<p>What is Customer Service?</p> <p>Importance of Customer Service / Understanding Customer Satisfaction / Excellent Customer Service / Five Needs of Every Customer / Cost of Losing a Customer</p>
Challenges and Solutions	<p>Challenges of Customer Service</p> <p>Elements of Success / Barriers to Excellent Customer Service / Power of Perceptions / Understanding Expectations / Levels of Expectations / Scope of Influence / Reputation Management / Techniques for Exceeding Customer Expectations / Keys to Credibility / Importance of Values / Ethics in Customer Service / Current Status of Customer Service / New Trends in Customer Service</p> <p>Problem Solving</p> <p>Role of Problem Solving in Customer Service / Creativity & Problem Solving / Problems as Opportunities / Confronting Conflict / Problem Solving Process / Problem Solving Strategies / Development of Negotiation Skills / Professional Approaches to Apologising & Conveying Bad News / Barriers to Problem Solving & Decision Making / Importance of Follow Up</p>
Management and Strategy	<p>Strategy & Formulating a Plan for Success</p> <p>Why a Strategy / Planning / Importance of Infrastructure / Culture / High Touch & Low Touch Customers / Segmenting the Market / Developing a Strategy</p>

	<p>Empowerment</p> <p>Importance of Mission & Purpose Statement / Steps to Empowering Customer Service Providers / Co-Production of Customer Service / Why Co-Production Works / Design of Systems</p>
Communications	<p>Communications in Customer Service</p> <p>Building Customer Intelligence / Methods of Communication / Listening / Voice Inflection as a Customer Service Tool / Telephones & Customer Service / Words to Use/Avoid / Power Phrases / Power of Eye Contact / Appeal to the Senses / Communication & Technology</p>
Managing Difficult Customers	<p>Coping with Challenging Customers</p> <p>Who are Challenging Customers / Why they are Challenging / Characteristics of Challenging Customers / Respect / Empathy / Accepting Mistakes / Benefits from Dealing with Challenging Customers</p>
Motivation and Leadership	<p>Motivation</p> <p>What is Motivation / Needs & Wants / Motivating Factors / Understanding Morale / Self-Concept & Motivation / Improving Self-Concept / Power of Self Motivation / Teamwork / Motivating Others</p> <p>Leadership in Customer Service</p> <p>Leadership Defined / Knowing Yourself / Formal & Informal Leaders / Coach or Counsellor / Characteristics of Excellent Leaders / Leadership & Goals / Creating a Customer Service Culture / Benefit of Job Aids / Leadership without Position / The Boss as a Customer</p>
Customer Retention & Measurement of Satisfaction:	<p>What is Customer Retention / Value of Existing Customers / Churn / Developing & Improving the Customer Retention Programme</p> <p>Measurement of Satisfaction / Sources of Information / Benefits of Measuring your Effectiveness / Determining your Effectiveness / Surveys & Reality / Business Benefits from Measuring Satisfaction</p>
Customer Service in a Changing Marketplace:	<p>Today's Changing Marketplace / The Customer of the 21st Century / New Technology / Call Centres / The Internet / Enhancing Service Experiences & Building Customer Loyalty</p>
Excellence in Customer Service:	<p>Excellence as the Goal / Getting Started / Rewards of Excellent Customer Service</p>
Learning Outcomes for the Unit	
At the end of this Module, students will be able to:	
1. Describe a range of types of customer and how customer service provision meets their needs and different ways of exceeding customer expectations	

2. Describe actions that can be taken to support improvements to customer service
3. Demonstrate an in-depth knowledge of how effective customer service relates to different types of customer in the organisation
4. Explain why it is important to make improvements to customer service provision
5. Present detailed analysis, supported by examples from organisations, of how effective customer service relates to different types of customers
6. Critically examine the importance to customers, the employee and the organisation of exceeding customer expectations.

The numbers in the boxes below show which of the above module learning outcomes are related to particular cognitive and key skills.

Knowledge & Understanding	Analysis	Synthesis /Creativity	Evaluation	Interactive & Group Skills
1-6	4,5	3,4	6	
Self-appraisal/ Reflection on Practice	Planning and Management of Learning	Problem Solving	Communication & Presentation	Other skills (please specify):
			1,2,4,5	

Learning and teaching methods/strategies used to enable the achievement of learning outcomes:

Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.

Assessment methods which enable student to demonstrate the learning outcomes for the Unit:	Weighting:
Assignment One:	0%
Assessment Two:	0%
Examination: 3 hours duration	100%

Indicative Reading for this Unit:

Main Text:

Customer Service: A Practical Approach – Elaine K Harris (Prentice Hall)

Alternative Texts and Further Reading:

Managing Customer Service – Jenny Hayes & Frances Dredge (Gower)

Once a Customer Always a Customer – Chris Duffy (Oak Tree Press)

Guideline for Teaching and Learning Time (10 hrs per credit)

50 hours	Lectures / Seminars / Tutorials / Workshops
----------	--

	Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	Directed learning Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc
100 hours	Self managed learning Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.