Level 6 Extended Diploma in Business Management

The Extended Diploma

Unit Title	Level	Credit	GLH
Core units			
Corporate Strategy	7	15	60
Strategic Human Resources Management	6	15	60
Strategic Marketing Management	7	15	60
Project Management	6	15	60
Management Research Proposal	6	20	60
Optional Units			
Learners must complete a further 3 units from the options below to achieve a minimum of 120 credits for the Diploma.			
Financial Decision Making for Managers	6	15	60
Managing Equality and Diversity	6	15	60
International Business Strategy	7	15	60
Strategic Supply Chain Management & Logistics	7	15	60
Strategic Risk Management	6	15	60
Strategic Quality Management	7	15	60
Economics for Business	6	15	60

Level 6 Unit Specifications

Units

- Corporate Strategy - Unit Level 7
- Strategic Human Resource Management - Unit Level 6
- Management Research Proposal - Unit Level 6
- Strategic Marketing Management - Unit Level 7
- Financial Decision Making for Managers - Unit Level 6
- Economics for Business - Unit Level 6
- Strategic Quality Management - Unit Level 7
- Project Management - Unit Level 6
- Managing Equality and Diversity - Unit Level 6
- Strategic Risk Management - Unit Level 6
- International Business Strategy - Unit Level 7
- Strategic Supply Chain Management (SCM) and Logistics - Unit Level 7

Corporate Strategy

Unit Level 7

About the Unit

Introduces the basic concepts of strategy: its scope, purpose and outcome; and provides a practical outline of different approaches to strategic management. No single approach to strategic management is appropriate for all businesses in all situations. To be effective, strategic managers need to know the particular strengths and weaknesses of each approach and recognise where and how they might be used with advantage.

This unit gives learners a grounding of the nature of strategy, along with the ability to carry out analyses of an organisation's external and internal environment. Thus, individuals studying this unit will be able to understand the major issues facing an organisation develop strategic options and plan for the effective implementation, monitoring and control of the optimum strategic plan.

The essence of strategy is that it is long term and all-encompassing in its nature. It is of critical importance for the organisation as it also forms the basis for the short term tactical elements of operations. This unit will enable learners to conduct strategic planning exercise for any organisation and develop a strategic vision and mission, establish objectives and choose an appropriate strategy as a result of a thorough analysis process.

Learning Outcomes		To achieve each outcome a learner must demonstrate the ability to:
1,	Understand the external environment affecting an organisation	• explain the importance of external factors affecting an organisation • analyse the needs and expectations of stakeholders of an organisation • analyse the major changes taking place in the external environment that will affect strategy
2,	Be able to review existing business plans and strategies of an organisation	• use appropriate tools to analyse the effects of current business plans • review the position of an organisation in its current market • evaluate the competitive strengths and weaknesses of an organisation's current business strategies
3,	Be able to develop strategic options for an organisation	• use modelling tools to develop strategic options for an organisation • develop a comparative understanding of activity from organisations in the market • create options to form the basis of future organisational strategy
4,	Be able to devise a strategy plan for an organisation	• propose a suitable structure for a strategy plan that ensures appropriate participation from all stakeholders of an organisation • develop criteria for reviewing potential options for a strategy plan

		• construct an agreed strategy plan that includes resource implications
5,	Be able to examine factors affecting an organisation's strategy	• compare core organisational values (ethical, cultural, environmental, social and business) with the current business objectives of an organisation • develop appropriate vision and mission statements for an organisation • produce agreed future management objectives for an organisation • develop measures for evaluating a strategy plan
6,	Be able to plan the implementation of a strategy	• develop a schedule for implementing a strategy plan in an organisation • create appropriate dissemination processes to gain commitment from stakeholders in an organisation • design monitoring and evaluation systems for the implementation of a strategy plan

Content Summary

1. Understand the external environment affecting an organisation

External environmental factors
- Tools for analysis: eg, PESTEL, SWOT, 5 Forces analysis, portfolio analysis, market research
- needs and expectations of external stakeholders, especially customers/clients
- industry analysis
- competitor analysis
- customer analysis; market analysis

2. Be able to review existing business plans and strategies of an organisation

Business plans and strategies
- use of appropriate tools eg value chain analysis, 5 Forces, portfolio analysis (eg, BCG matrix), SWOT analysis, gap analysis
- internal information relating to, eg, product life, strategic drift, relative market share
- life cycle analysis, pricing strategies, resources analysis, economies of scale, core competences; organisational culture analysis
- monitoring and control systems

3. Be able to develop options for strategic planning for an organisation

Strategic planning
- Ansoff matrix
- generic strategic options: differentiation, cost leadership, focus
- vertical integration, horizontal integration
- Mintzberg strategies (deliberate, emergent)
- leadership and differentiation
- strategic alliance; merger, acquisition collaboration

4. Be able to construct a strategy plan for an organisation

Management strategy
- suitability, feasibility, acceptability
- attractiveness to stakeholders
- stakeholder participation
- risk assessment
- cost-benefit analyses
- consistency with organisational values
- effect on market position
- resources issues, eg, financial, personnel, technological

5. Be able to examine factors affecting an organisational strategy plan

Vision and mission
- basic organisational values eg ethical, cultural, environmental, growth; profit, customer orientation
- workforce expectations
- management style

Objectives and measures
- ethical standards
- raising awareness
- promoting good practice
- stakeholder involvement
- managing diversity
- cultural issues
- environmental considerations

6. Be able to plan for the implementation of a strategy plan
- appropriate structure and strategic fit
- need for communication, agreement and commitment with internal and external stakeholders
- timetable for implementation
- Business Process Re-Engineering (BPR)
- MBO
- HR development needs, performance appraisals
- developing policies, procedures, communication systems
- contingency planning
- monitoring and control

Strategic Human Resource Management

Unit Level 6

About the Unit

This unit provides the learner with an understanding of how the effective strategic management of human resources supports the achievement of organisational purposes and provides the skills to apply this understanding in an organisational context.

The unit takes a long-term view of how human resources can be matched to organisational requirements and considers broader matters such as the quality and commitment of the human resource to an organisation.

By studying this unit, learners will understand how human resource strategy and policies enable personnel to work in ways that contribute to the overall effectiveness of organisations in both the short and long term.

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Understand the role and importance of HRM in achieving organisational effectiveness	• Define strategic HRM • Explain the importance of HRM in organisations • Analyse the framework of strategic HRM
2. Understand the formulation and implementation of HR strategies	• Analyse the strategic HR process • Assess the roles in strategic HRM • Analyse the development and implementation of HR strategies
3. Be able to appraise a range of HR strategies that could be implemented within an organisation	• Identify a range of HR strategies for an organisation • Assess HR strategies and their application in an organisation
4. Understand contemporary issues affecting strategic HRM	• Identify contemporary issues affecting strategic HRM • Analyse contemporary issues affecting strategic HRM

Content Summary

1. Understand the role and importance of HRM in achieving organisational effectiveness

Definitions and models of strategic HRM
- contingency model
- best practice model
- Harvard Framework
- Ulrich's model

- control based
- resources based
- fundamentals and characteristics of strategic HRM
- types of strategies, eg, personnel, generalist, outsourced, centres of excellence
- approaches to strategy
- criteria for successful strategy.

Importance
- legal requirements
- contribution to the organisation, eg, fit with corporate strategy
- human capital management
- improving organisational performance through strategic HRM
- alignment of HR and corporate strategy

Framework
- stakeholder interests – internal and external
- situational factors - workforce, business strategy, organisational culture, labour market, social context
- HR policy choices - employee empowerment, work systems, reward systems
- outcomes and consequences of choices.

2. Understand the formulation and implementation of human resource strategies

Process
- setting strategic direction - long term v. short term
- organisational design
- management system design
- workforce demand forecasting
- developing and recruiting people
- performance/reward management systems
- assessing organisational competence
- performance/development planning.

Roles
- role of top management and stakeholders
- strategic HR role of front line management
- HR Function
- HR specialists.

Development and implementation
- conducting a strategic review
- setting out the strategic HR plan
- implementing HR strategies.

3. Be able to appraise a range of HR strategies that could be implemented within an organisation

Strategic HRM options
- strategies for improving organisational performance, eg, transformation, culture management, knowledge management, developing trust, reward policies
- talent management
- succession planning
- resourcing strategies, eg, flexibility, retention, talent management

- learning and development strategies, eg, learning culture, organisational learning strategies, individual learning
- performance management - definition and purpose, scope, process, approaches
- reward strategy - purpose, characteristics, structure, impact on management
- employee relations strategy, eg, policies, partnership agreements, employee right to be heard strategies.

Application
- how strategies apply in different organisations
- measuring success of strategies
- fit with overall organisation strategy, culture and mission

4. Understand contemporary issues affecting strategic human resource management
- contemporary issues identified and analysed to assess their impact on HRM.
- issues – eg, cross-border expansion, diversity management and equal opportunities, downsizing, globalisation, culture, work-life balance, ICT.

Management Research Proposal

Unit Level 6

About the Unit

Research methodology underpins all substantive aspects of management theory and practice in that it facilitates the collection, analysis and interpretation of primary and secondary data. This unit is designed to develop your knowledge and reflexive understanding of philosophical and practical issues with special reference to management theory and practice

Learners will develop the skills to develop a research question and carry out independent research using a variety of research techniques

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Be able to recognise valid areas for research and develop research questions	• Determine and validate appropriate areas for research • Determine a suitable research approach • Develop suitable research questions/ hypotheses for selected area of research
2. Be able to carry out a literature review	• Conduct research to find literature relevant to the research question • Undertake a critical review of the key literature for inclusion in a research proposal
3. Be able to carry out research relevant to research questions	• Develop a research proposal for the selected area of research and agree with your tutor • Apply relevant research methods for area and type of research • Analyse research findings and generate valid conclusions
4. Be able to evaluate research and present results and conclusions	• Evaluate research methods, techniques and findings and comment on validity of research • Present results and conclusions in a suitable format for audience

Content Summary

1. Be able to recognise valid areas for research and develop research questions
- subject areas for research
- brainstorm list, short list, determining focus, agreeing choice of topic with tutor
- approaches and techniques - surveys and sampling, case studies, ethnography, experimentation, phenomenology, grounded theory, action research
- developing the research question/hypothesis.

2 Be able to conduct a literature review
- secondary research, eg, peer reviewed studies, books, journals, conferences, library search, internet, various media.

- evaluation of literature: credibility; validity; reliability; frequency of references,standing of publications, rigour v. consensus.

3. Be able to carry out research relevant to research questions
- research proposal
- format of proposal – objectives/hypothesis, approach, methods and techniques, gaining agreement – justifying the question and research methods
- research methods - questionnaires, interviews, focus groups, observations, documentary evidence, use and suitability of each method
- ethical issues – significance of ethics, managing ethical issues, taking account of ethical issues in research
- analysis - aims of analysis
- statistical technique – use of graphs and charts, validation of data
- qualitative techniques –analytical approaches, eg, narrative, discourse analysis, content analysis, recording sources and findings, advantages and disadvantages methods.

4. Be able to evaluate research and present results and conclusions
- evaluation
- evaluation against research question
- use of feedback to fine tune contents
- presenting research
- writing up research and formats for presentation, eg, written reports, oral presentation, referencing systems and bibliography, target audience.

Strategic Marketing Management

Unit Level 7

About the Unit

Marketing is at the core of business. Outperforming the competition requires sound marketing knowledge and precise marketing decision making. An organisation's positioning, and the positioning of its products and services, depend on the formulation and implementation of intelligent and well-informed strategic marketing plans.

All organisations operate in a dynamic marketplace. Competition, consumers, technology and market forces constantly redefine the way organisations operate.

Strategic marketing is a process of focusing an organisation's energies and resources on a course of action that can lead to increased sales and dominance of a targeted market. A strategic marketing strategy combines product development, promotion, distribution, pricing, relationship management and other elements of marketing. It identifies an organisation's strategic marketing goals, and explains how they will be achieved.

Without a strategic marketing plan, organisations can waste resources, miss opportunities or, in a worse case scenario, threaten their own survival. This unit gives learners a broad exposure to the major elements of marketing strategies and their integration into organisations.

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Understand the principles of strategic marketing management	• discuss the role of strategic marketing in an organisation • explain the processes involved in strategic marketing • evaluate the links between strategic marketing and corporate strategy
2. Understand the tools used to develop a strategic marketing strategy	• assess the value of models used in strategic marketing planning • discuss the links between strategic positioning and marketing tactics • analyse the merits of relationship marketing in a given strategic marketing strategy
3. Be able to use strategic marketing techniques	• use appropriate marketing techniques to ascertain growth opportunities in a market • plan how to use marketing strategy options in a market • create appropriate strategic marketing objectives for a market
4. Be able to respond to changes in the marketing environment	• report on the impact of changes in the external environment on a marketing strategy • conduct an internal analysis to identify current strengths and weaknesses in a marketing strategy • propose strategic marketing responses to key emerging themes in a marketing strategy

Content Summary

1. Understand the principles of strategic marketing management

Role of strategic marketing
- definitions of strategic marketing
- role and importance of strategic marketing in an organisation
- concepts
- logical approach
- sequencing and scheduling of activities
- integration of activities
- resource requirements
- Monitoring and control systems.

Processes
- strategic marketing planning processes - strategic marketing analysis, setting objectives, perceptual mapping, factor analysis, option evaluation, choice, formulation, implementation and control

Links to corporate strategy
- the nature of strategy and marketing links to corporate strategy, eg Porter's 5 Forces
- links to mission statement
- organisational structure
- corporate responsibility and ethics
- dynamic strategy
- Knowledge management systems.

2. Understand the tools used to develop a strategic marketing strategy

Models:
- organisation, industry and market environment situation analyses
- Porter's Five Forces model
- structure, conduct and performance;
- SWOT analysis
- PESTEL analysis
- marketing audit
- Portfolio analysis techniques, eg, BCG matrix, Product Life Cycle model, Ansoff.

Links between strategic positioning and marketing tactics
- strategic positioning - defining the future position, information collection and analysis, choice of strategy, implementation, monitoring
- links to strategic plan, eg, internal growth, market penetration, market development, product development
- Marketing tactics - product tactics, price tactics, pricing, promotion tactics, place tactics.

Relationship marketing
- direct response marketing strategies
- offensive strategies - obtaining new customers, increasing customer purchase frequency;
- defensive strategies - increasing customer satisfaction and increasing switching costs
- customer retention strategies
- personalised marketing
- Payne and Ballantyne's six markets model.

3. Be able to use strategic marketing techniques

Marketing techniques
- setting marketing objectives and marketing strategy
- targeting markets
- market segmentation criteria
- profiling markets, eg, revenue potential, market share potential, profitability potential;
- Positioning segmented markets, eg, market leader or product line extension, mass marketing or targeted marketing, direct or indirect sales.

Strategy options
- Porter's generic strategies
- core competences
- competitive advantage
- investment opportunity evaluation
- General Electric model, Shell directional policy matrix
- market leadership
- market dominance strategies
- innovation strategies - market pioneer, close followers, late followers
- offensive, defensive and value based marketing strategies.

Strategic marketing objectives
- marketing mix – 7Ps
- marketing activity strategies for product, pricing, distribution, promotion, people, processes and physical evidence
- marketing strategy
- customer relationship management
- resource requirements
- Integration of marketing activity strategies.

4. be able to respond to changes in the marketing environment

Changes in the external environment – including:
- shift from supply to demand environment
- fashionisation of markets
- micro markets
- rising expectations
- technological change
- competition
- globalisation
- importance of customer service
- commoditisation
- Brand erosion.

Strengths and weaknesses
- focus of marketing objectives
- links to corporate strategy
- new product development pace
- ability to customise
- ability to use information to gain competitive advantage
- core focus
- target markets, potential of major market segments

- partnerships with customers and other stakeholders
- organisational structure
- innovation strategies,
- timescales
- resource requirements and budgets
- monitoring and control systems.

Strategic marketing responses

- emerging themes - globalisation, competitive strengths/weaknesses, environmental factors, changes in the political environment, economic factors.

![LSIB - London School of International Business, U.K.]

Financial Decision Making for Managers

Unit Level 6

About the Unit

Whilst 'finance' is often regarded as something of a specialist subject area, it is imperative that senior managers and those aspiring to such positions have a solid grasp of financial principles and techniques. Lack of such understanding the need for effective financial management can lead to business failure for businesses. This unit will introduce the skills and knowledge required for analysing financial information and making good business decisions based on published financial information.

Learning Outcomes		To achieve each outcome a learner must demonstrate the ability to:
1.	Acquire the ability to analyse published financial statements for business decision making	• Analyse different ownership structures and their financial performance • Analyse published financial statements for decision making purposes • Calculate financial ratios from published accounts that can be used to support business decision making
2.	Be able to analyse sources of finance available for different ownership structures for different long and short term business requirements	• Differentiate between long and short-term business finance needs • Evaluate the sources of finance available to businesses • Assess the implications of different sources of finance for the organisation • Make recommendations for sourcing finance for business projects
3.	Be able to analyse financial information for business decision making	• Analyse budgets and cash flow for decision making purposes • Assess capital expenditure or investment projects using investment appraisal techniques • Make recommendations for managing business finance and expenditure

Content Summary

1. Be able to analyse published financial statements for business decision making
- ownership structures, implications for finance (share structures, availability of finance), control issues
- financial statements - structure of statements for different types of organisation, differences between organisations, legal reporting requirements
- structure, format and requirements of published accounts
- role of auditors
- published and internal financial information

- main published financial statements
- interpretation – time series comparisons, between companies, industry comparisons

- financial ratios - calculation and interpretation, industry benchmarking, limitations of ratio analysis

2. Be able to analyse sources of finance available for long and short term business needs

- business finance needs - long term (non-current assets), short-term (current assets), importance of working capital
- costs of finance, effect on financial statements
- sources of finance, eg, external and internal, long-term and short-term role of stock markets, advantages and disadvantages of different sources
- recommendations - appropriateness of source of finance, eg, long or short term, external or internal, asset backed finance
- Recommendations and justification.

3. Be able to analyse financial information for business decision making

- budgets and cash flow - cash flow forecasts, budgetary control systems and budget creation, managing cash flow
- investment appraisal techniques – eg, NPV, discounted cash flows, IRR, payback, accounting rate of return
- Recommendations - analysis of results, other business factors, decision making, recommendations.

Economics for Business

Unit Level 6

About the Unit

This unit will give the learner an insight into the economic context for business and business behaviour and develop skills to understand and analyse the macro and micro economic environments which may affect the business, either positively or negatively.

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Understand the microeconomic business environment	• Explain the importance of the microeconomic environment to business organisations • Analyse business objectives and business behaviour in the economic context • Analyse the impact of market structures on business organisations
2. Understand the macroeconomic environment in the domestic context	• Explain determinants of national income • Explain the impact of government policies on the economy • Analyse the impact of the macroeconomic environment on business organisations
3. Understand the implications of operating in the international economic environment for a business organisation	• Analyse features of the international economic environment • Analyse the economic implications for business of operating in a global business environment

Content Summary

1. Understand the microeconomic business environment

Importance of microeconomic environment
- definitions - micro and macroeconomics, supply and demand, elasticity, total, average and marginal revenue
- factors of production, diminishing returns, limited resources, price levels, changes in market price and quantity

Business objectives and behaviour
- maximising objectives
- non-maximising objectives
- ethics and profit
- purpose of organisations
- corporate governance
- business behaviour
- size and structure – sole trader, partnership, company
- mergers and acquisitions - public interest considerations

Market structures
- perfect competition, monopoly, monopolistic competition, oligopoly
- labour and factor markets, labour market regulation)
- market failure
- market regulation
- competition

2. Understand the macroeconomic business environment

National income
Definitions, measurement and issues, data sources and reliability, circular flow, multiplier, inflation and deflation

Government impact
- fiscal policy,
- monetary policy
- tax, expenditure
- aggregate demand and supply
- supply side policies
- inflation, unemployment, balance of payments, economic growth

Environment
- SWOT analysis
- PESTEL analysis

3. Understand the implications of operating in the international environment on business organisations

International environment
- MNC/TNC operations
- international environment and exchange rates
- free trade and protectionism, trade agreements
- international organisations – eg, WTO, IBRD, IMF
- global monetary systems.

Implications
- local competition
- operating in emerging economies
- understanding different economic systems
- global competition and strategic foreign exchange issues
- global collaboration
- issues of sustainability

Strategic Quality Management

Unit Level 7

About the Unit

This unit provides the learner with an understanding of the importance of effective quality and systems management to enable achievement of organisational objectives. It also provides the learner with the skills to be able to implement a strategic quality change in an organisation.

Learners will acquire knowledge and understanding to enable them to make an effective contribution to the implementation of policies in order to achieve a strategic quality change in order to improve customer focus and develop a culture of continuous improvement within an organisation. Learners will gain knowledge and understanding of a broad range of modern theory and techniques covering the operational, functional and strategic management of quality.

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Understand the role of operations management in an organisation	• explain the importance of effective operations management in achieving organisational objectives • evaluate the success of existing operations management processes in meeting an organisation's overall strategic management objectives
2. Understand the importance of managing quality in an organisation	• explain the importance of effective quality management in achieving organisational objectives • evaluate the success of existing quality management processes in meeting an organisation's overall strategic management objectives
3. Be able to plan a strategic quality change in an organisation	• plan a strategic quality change to improve organisational performance • define resources, tools and systems to support business processes in a strategic quality change • evaluate the wider implications of planned strategic quality change in an organisation • design systems to monitor the implementation of a strategic quality change in an organisation
4. Be able to implement a strategic quality change in an organisation	• implement a strategic quality change in an organisation • embed a quality culture in an organisation to ensure continuous monitoring and development • monitor the implementation of a strategic quality change in an organisation
5. Be able to evaluate the outcomes of a strategic quality change in an	• evaluate the outcomes of a strategic quality change in an organisation

	organisation	• recommend areas for improvement to a strategic quality change that align with organisational objectives

Content Summary

1. Understand the role of operations management in an organisation

Operations management
- design, management, and improvement of the systems that create an organisation's goods or services
- production of goods and services
- resource procurement, conversion into outputs, distribution to users

Strategic objectives
- the importance of effective operations management role of operations
- operations strategy
- quality
- timing
- reliability
- flexibility
- cost
- strategic decisions

Performance management
- benchmarking; targets
- performance indicators
- use of environmental research
- the balanced scorecard
- profit
- growth
- competitiveness
- value for money

2. Understand the importance of managing quality in an organisation

Quality
- definitions; quality gurus; evolution of quality
- product quality and service quality, 5 gaps model
- benchmarking
- best practice
- self assessment
- vision
- continuous improvement

Quality models
- development – eg, Deming, Baldridge, Ishikawa
- current focus
- future trends

Monitoring organisational performance
- principles of models underpinning organisational performance

- types of performance measures and how to determine and set them
- cost-benefit analysis
- risk analysis
- the value of a customer-focused culture
- quality assurance v. quality control (prevention or cure)
- importance of developing a continual improvement culture and how to involve others
- planning, proposing, implementing and evaluating change
- identifying wider implications of change within an organisation
- Business Process Reengineering (BPR)

3. Be able to plan a strategic quality change in an organisation

Planning for a strategic quality change
- gap analysis
- degree of change required
- change strategies – creating a climate of change, workforce participation, communication, stakeholder participation, action planning, timescale, agreeing roles, ensuring resources
- final feasibility review; purpose; aims/objectives
- resources
- targets.

Designing systems
- processs, objectives, systems and operations; layout and flow of processes
- the impact of technology on operations and systems
- TQM philosophy, principles, methods and techniques.

Resources, tools and monitoring systems
- facilities, workforce, plant and machinery, transportation, technology
- quality systems, quality circles, ISO 9000/EN 29000, TQM
- managing and monitoring quality.

Wider implications
- improved business performance
- corporate image, reputation, standing
- competitor response
- impact on other functions and departments.

4. Be able to implement a strategic quality change in an organisation

Implementation of strategic quality change
- timing
- resource planning
- staff training
- communication
- action planning
- monitoring and evaluation criteria

Quality culture
- self managed teams and quality circles
- matrix structures
- senior management commitment
- workforce commitment

- workforce empowerment
- partnerships with suppliers
- external auditing
- customer service policies
- continuous improvement.

5. Be able to evaluate the outcomes of a strategic quality change in an organisation

Evaluation of strategic quality change
- monitoring and evaluation techniques
- action learning
- change agents
- catalysts
- empowerment; performance measuring
- developing communication channels
- task and role realignment
- piloting
- ice-breaking
- business performance indicators
- customer feedback
- effect on sales and profit

Project Management

Unit Level 6

About the Unit

In studying this unit, learners will understand the process of identifying appropriate and feasible projects and assessing, managing and controlling project risks
The unit will cover how to evaluate, manage, monitor and control a project, including project planning, project and team management, change management and conflict resolution

Learning Outcomes		To achieve each outcome a learner must demonstrate the ability to:
1.	Be able to analyse business objectives to identify feasible projects	• identify projects required from an appraisal of established business objectives • produce project sub-divisions and high-level estimates of time, resources and costs • evaluate a project methodology suitable for the specific project • assess the viability of a proposed project
2.	Be able to design systems and plans for initiating managing and controlling projects	• devise a structure for the management and administration of the project • define the roles and responsibilities of the project manager • prepare a detailed project plan
3.	Be able to organise and manage a project	• assess alternative project team structures • explain the interpersonal skills required for effective project management • design quality management processes to be used in a project • design procedures for managing project change proposals
4.	Be able to monitor and control the progress of projects	• identify issues and risks that may impede a project • design systems for monitoring and appraising the status of a project • design control systems to detect and manage issues arising in the course of projects
5.	Be able to review, evaluate and closeout a project	• Identify issues and risks likely to be encountered in the final stages of a project. • Assess the necessary project tasks to be completed in the final stages of a project.

Content Summary

1. Be able to analyse business objectives to identify viable projects

Project initiation
- analysis of business requirements
- review of operations and procedures
- other project cost-benefit analyses
- project subdivision
- work breakdown
- timescales
- identifying resources availability and requirements
- project budgeting
- reporting and accountability.

Outline project methodology
- review of project and selection of appropriate models for managing project - traditional approach, PRINCE, critical change approach, event change approach.

Feasibility
- risk management - identifying risk, impact analysis, planning for risks, review cost-benefit and risk equation for projects
- other issues potentially impacting on project.

2. Be able to design systems and plans for initiating managing and controlling projects

Evaluate project management framework
- traditional approach
- critical change approach
- event change approach
- proprietary approaches, eg, PRINCE.

Managing conflicts
- role of project manager in: managing team and stakeholders, setting schedules, budgeting and timetabling, developing the project plan, managing project risks.

Project plan
- value proposition
- sponsorship
- accountability
- deliverables
- responsibilities
- resource allocations
- timeline
- milestones
- critical path.

3. Be able to organise and manage a project

Team structures
- hierarchical
- virtual

- networked
- functional team
- pure project teams
- matrix management.

Change control
- formal change requests
- review of critical path
- impact on resources and timelines.

Quality
- status and plan documentation
- regular monitoring meetings
- defining responsibilities and accountability
- communications
- audit trails
- official frameworks and stages.

Interpersonal Skills
- leadership
- motivation
- delegation
- decision making
- networking
- communication
- team management
- mentoring.

4. Be able to monitor and control the progress of projects

Issues and risks
- uncontrolled project growth
- gaps in project scope
- changing dependencies eg, other projects
- 'political' factors within organisation
- delays
- planning errors
- skills and resource deficiences.

Project monitoring
- status and plan documentation and scheduled monitoring meetings
- defining responsibilities and accountability
- communications
- traceability
- official frameworks and stages.

Project conflict resolution
- role of project manager and sponsor
- compromise
- utilisation of different skill sets
- goal unity.

5. Be able to review, evaluate and closeout a project

Project closeout risks
- lack of ownership
- communication breakdown
- lack of 'buy-in'
- absence of accountability
- lack of employee empowerment.

Project closeout
- formal evaluation of project and team performance
- document learning points for future
- assess success factors
- post-implementation report
- sign off on deliverables
- hand over / archive documentation
- contract closures
- closing out financial accounts
- disbanding and redeployment of team.

Managing Equality and Diversity

Unit Level 6

About the Unit

This unit is intended to give learners an insight into the importance of managing equality and diversity within an organisation. The learner will develop the ability to lead the advancement of equality and diversity in an organisation.

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Understand the importance of effectively managing equality and diversity	• Analyse the legal requirements relating to equality within the organisation and in the organisation's relationships with others • Evaluate the implications of guidance and codes of practice relating to equality and diversity in specific industry sectors • Assess the implications of equality and diversity for the organisation • Analyse the needs and expectations of stakeholders in relation to an organisation's policy on equality and diversity
2. Understand the dynamics of leading and managing equality and diversity in the organisation	• Establish how to gain commitment to equality and diversity within an organisation • Analyse policies and procedures that need to be in place to promote equality and diversity • Evaluate methods of communicating commitment, policies and procedures to relevant organisational stakeholders • Assess how to address equality and diversity issues • Analyse methods to review and monitor equality and diversity • Determine how to reach diverse stakeholder groups

Content Summary

1. Understand the importance of effectively managing equality and diversity

Legislation
- definitions – equality, equality of opportunity, diversity, different types of discrimination
- equality legislation - UK, EU, global
- human rights legislation
- coverage of legislation – employees, customers, stakeholders
- industry requirements - public sector, private sector
- conflicts - between legal requirements, religion, cultural beliefs

Codes of practice and guidance

- status of guidance and codes of practice - voluntary, mandatory
- industry standards - public sector, private sector

Benefits

- benefits - of equality and diversity in workforce, in stakeholder/customer base

Needs and Expectations

- needs and expectations - people inside the organisation, people outside the organisation
- fairness and justice - Impact of prejudice and discrimination on groups and individuals

2. Understand the dynamics of leading and managing equality and diversity in the organisation

Commitment

- creating a culture of commitment - how the behaviour, actions and words of those within the organisation sustain commitment to equality and diversity, Importance of showing respect, leading by example

Policies and procedures

- for compliance with legal requirements
- to meet organisational aims and commitment
- creating equality and diversity policies
- creating *procedures to meet policy requirements*

Communication

- importance of communicating commitment, policies and procedures
- staff training
- raising awareness - among staff and stakeholders
- suppliers of goods and services to the business - ensuring awareness of commitment, policies and procedures

Dealing with equality and diversity concerns

- identifying issues - individual prejudices, discrimination, organisational discrimination
- addressing language and behaviour – to support equality and diversity
- dealing with conflicts – between individuals, between legal and organisational aims, between legal and organisation aims and religious or cultural issues
- changing policies - to address identified issues
- creation of disciplinary procedures for employees

Reviewing and monitoring

- continuous monitoring - of diversity in workforce, stakeholders, customers
- Regular reviews - of equality of opportunity and diversity of workforce, stakeholders, customers
- monitoring questionnaires – design and usage
- regular reporting
- analysis and statistics – to provide evidence of commitment and compliance
- comparisons - with national situation, other organisations in the particular industry

Reaching diverse groups

- identification - of employee/stakeholder groups that are difficult to reach due to e.g. physical barriers (location, access) or other barriers such as cultural, religious differences
- finding ways to communicate with diverse groups – eg, meeting with representatives
- finding ways to include groups and individuals
- promoting inclusive attitudes and behaviours

Strategic Risk Management

Unit Level 6

About the Unit

This unit is designed to give learners a firm foundation in business risk awareness and develop skills to assess, monitor and control business risks. The learner will also acquire knowledge and understanding of the implications of business risks.

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Understand the risk management function in business	• Examine the role of the risk management function in business • Assess the role of business function sin the management of risk
2. Understand how business risk is assessed and managed	• Analyse the risk assessment process • Evaluate approaches to managing risk • Examine the risk management process
3. Understand the effects of business risks and how they can be managed	• Analyse the main drivers of business risk • Appraise the impact of different types of risk for a business organisation • Assess which business areas are high risk • Analyse risk management strategies
4. Understand approaches to crisis management and business continuity planning	• Analyse the vulnerability of businesses to breaks in continuity • Critically evaluate approaches to crisis management and business continuity planning

Content Summary

1. Understand the risk management function in business

Role of risk management
- rationale for risk management
- why risks need to be managed
- identifying risks
- review of activities and internal environment
- setting objectives
- risk assessment (impact and probability)
- risk response plans
- controlling and monitoring

Functions with a role in managing risk
- strategic planning
- operations
- marketing

- compliance
- legal
- accounting
- insurance
- treasury
- quality assurance
- internal audit
- health and safety

2. Understand how business risk is assessed and managed

Risk assessment
- analysis
- identification
- description
- estimation
- evaluation
- control measures
- review

Risk management frameworks
- ERM programmes
- COSO, ISO 3001
- corporate governance and compliance
- actuarial approaches
- insurance
- legal issues

Risk management process
- risk assessment
- risk reporting
- decisions
- risk treatment
- residual risk reporting
- monitoring – ongoing and formal audit
- modification

3. Understand the effects of business risks and how they can be managed

Drivers
- strategic risks, eg, competition
- financial risks, eg, liquidity, foreign exchange, credit risk
- operational risks, eg, product defects
- unforeseen events, eg, fire, flood
- information risks, eg, computer breakdown, computer hacking.

Operations
- identifying risks in business operations relating to: strategic risks, financial risks, operational risks, unforeseen events, information risks.

High risk areas
- sensitive data and information
- systems integrity

- reputation
- financial theft

Risk management strategies
- employment practices
- fraud prevention measures
- health and safety policy
- protection of physical assets and business continuity
- process and product management
- benchmarking
- disaster management

4. Understand approaches to crisis management and business continuity planning

Vulnerability
- factors including – size of business, operating environment, physical environment
- impacts including – loss of profits, loss of assets, inability to trade

Approaches
- business continuity planning
- impact assessment
- threat assessment
- scenario definition
- recovery solution design (including customer / stakeholder management)
- implementation and communication
- testing

International Business Strategy

Unit Level 7

About the Unit

This unit provides an introduction to the principal theories, debates and current issues in international business. With its association with international trade and investment, IB has a long history in economic theory and practice, but has multiple dimensions including social, cultural, technological, environmental, political and ethical. This module deals with these issues and, in so doing, provides an introduction to key considerations when engaging in international business

The unit will explore the strategic responses of organisations to the rapidly changing global business environment. It will also give learners the ability to understand the strategies and processes used to manage international businesses in a variety of geographical and cultural situations.

	Learning Outcomes	**To achieve each outcome a learner must demonstrate the ability to:**
1.	Be able to analyse the international business environment	• Review and assess suitable techniques to analyse the business environment • Analyse the micro and macro environment of a business • Analyse how the international business environment impacts on an organisation
2.	Understand the impact of globalisation on business organisations	• Analyse the extent of globalisation on organisations • Assess the benefits, opportunities and challenges of globalisation for an organisation • Analyse the structures of different organisations operating in international markets • Critically evaluate the international operations of an organisation
3.	Understand the importance and nature of Corporate Social Responsibility	• Analyse the issues relating to corporate social responsibilities for an organisations operating internationally • Identify legislation, regulation and guidance relating to corporate social responsibility

Content Summary

1. Be able to analyse the international business environment

Analysis techniques
- environmental audit and analysis
- Porter's diamond - Competitive Advantage of Nations
- PESTEL, 5 forces analysis

Micro-environment
- stakeholders
- suppliers
- customers
- competitors
- market intermediaries

Macro-environment
- national economic, political, legal environment
- international economic, political, legal environment
- cultural environment
- resources
- technology
- international business environment
- culture
- corporate social responsibility and ecological considerations
- globalisation of business and markets

2. Understand the impact of globalisation on business organisations

History
- economic theory
- dependency theory
- non western cultures
- European empires and trading patterns
- industrialisation
- Bretton Woods monetary system
- development and exploitation of ICT

Extent of globalisation
- trade
- labour movement
- cultural exchange
- technical development and transfer
- capital availability and flows

Effects of globalisation
- effects on markets
- business change
- capital availability and flows
- jobs and outsourcing
- cultural dominance
- natural resources
- contentious issues: eg, import substitution, transfer pricing, MNC/TNC domination.

Structures
- international business organisation and structure
- international SCM
- outsourcing
- international communications

Operations

- International business conduct
- competition in different markets
- international brand development
- protection of IP
- partnerships, collaboration, joint ventures
- politics and regulation
- security
- ethical considerations

3. Understand the importance and nature of corporate social responsibility

Moral and ethical questions
- nature of business ethics
- organisation purpose
- corporate and social responsibility
- corporate accountability and governance
- cultural conflict (eg. nature of bribes and rewards)
- ethical frameworks and theories
- Hofstede's cultural dimensions
- Hall's cultural dimensions

Conflicts - assessment of current conflicts and issues including:
- climate change and environmentalism, anti-globalisation and social responsibility
- finite energy resources
- security issues
- government relationships, eg, state ownership, capital transfer restrictions
- technological change concerns
- intellectual property issues.

Legislation
- UK, European, global
- global carbon agreements, eg Kyoto
- pollution legislation and regulations
- agreements on issues affecting specific industries eg. fishing agreements
- international institutions, eg, UN, WTO
- international codes of practice
- reporting mechanisms.

Strategic Supply Chain Management (SCM) and Logistics

Unit Level 7

About the Unit

This unit provides the learner with an appreciation of the critical importance of SCM and the understanding and skills to plan strategies to improve an organisation's supply chain.

This unit examines how the study of SCM and logistics is based on the idea that every product that reaches an end user represents the combined effort of multiple organisations which make up the supply chain and until recently, SCM was regarded as something of a 'Cinderella' function in that most organisations paid attention to only what was happening within their own business. Few organisations understood or systemically managed the complete chain of activities for the efficient and effective delivery of products to the end user.

In this unit, learners will develop the knowledge and skills for effective management of supply chain activities and how they can result in increased customer value and achieve sustainable competitive advantage. Supply chain processes start right from the beginning with product development, and thereafter sourcing, production, logistics and the information systems (ERP software) needed to coordinate these activities.

Learners will also acquire valuable knowledge about how organisations that make up the supply chain are linked through physical and information flows. Physical flows involve the transformation, movement and storage of goods and materials and information flows as they enable the various supply chain partners to coordinate their long term plans and control the day-to-day flow of goods and materials in the supply chain.

Learning Outcomes	To achieve each outcome a learner must demonstrate the ability to:
1. Understand the relationship between SCM and organisational business objectives	• explain the importance of effective SCM in achieving organisational objectives • explain the link between SCM and business functions in an organisation • discuss the key drivers for achieving an integrated supply chain strategy in an organisation
2. Be able to use information technology to optimise supplier relationships in an organisation	• evaluate the effectiveness of strategies used by an organisation to maintain supplier relationships • use information technology to create strategies to develop an organisation's relationship with its suppliers • develop systems to maintain an organisation's relationship with its suppliers
3. Understand the role of information technology in SCM	• assess how information technology could assist integration of different parts of the supply chain of an organisation • evaluate how information technology has contributed to the management of the supply chain of an organisation

		• assess the effectiveness of information technology in managing the supply chain of an organisation
4.	Understand the role of logistics and procurement in SCM	• explain the role of logistics in supply chain management in an organisation • evaluate procurement practices in an organisation • discuss the factors that must be considered when improving logistics and procurement practices in an organisation
5.	Be able to plan a strategy to improve an organisation's supply chain	• plan a strategy to improve an organisation's supply chain • assess how a supply chain improvement strategy will benefit overall business performance in an organisation • explain how barriers will be overcome in an organisation when implementing a supply chain improvement strategy

Content Summary

1. Understand the relationship between supply chain management (SCM) and organisational business objectives

Concepts
- demand and supply management
- push and pull models
- MRP1 and MRP2
- enterprise resource planning - ERP
- vendor managed inventory - VMI
- efficient consumer response - ECR
- value chain analysis
- lean supply
- global SCM
- role in achievement of business objectives

Development
- physical distribution management; materials management;
- logistics management and SCM (upstream and downstream)

Organisational objectives and business functions
- operational
- manufacturing
- HRM
- financial
- marketing
- sales

Major drivers
- facilities
- inventory
- transportation

- information
- sourcing
- pricing
- globalisation
- technology
- customer expectations

Integrated supply chain positive factors
- strategic goals advancement
- cultural change requirements
- personnel roles and responsibilities
- organisational rationalisation
- increased volume and speed of transactions
- superior market position
- reduced supply chain complexity
- potential for smoother processes following initial implementation
- leaner and more flexible systems for faster customer response times.

2. Be able to use information technology to optimise supplier relationships in an organisation

Different types of relationship
- alliances – eg, collaborative, joint venture, strategic
- supplier development
- business to business
- business to consumer
- intermediation and disintermediation
- networks; supplier associations
- supplier tiering
- organisational networks
- personal networks;

Use of ICT
- intranets
- extranets and virtual private networks (VPNs) for supply chain integration
- operational issues eg eliminating 'media breaks' to exchange supply information on a common digital platform
- call centres, eg, for sales, customer assistance and supply problems
- order processing
- web-based EDI
- tracking systems, eg, RFID.

Individual elements
- the use of intranets and extranets in constructing value chains for organisations linked in the supply chain
- order processing
- web-based electronic data interchange (EDI)
- tracking systems

Differing applications for cost reductions and customer service
- Time compression
- demand fulfilment
- total cost of ownership reduction.

3. Understand the role of information technology in SCM

Role of information technology
- internet
- online communication systems
- online business communities
- reduced transaction costs
- closer buyer-supplier relationships
- superior purchasing, order processing, EDI, inventory, management, production scheduling
- Just in Time (JIT) programmes for efficient and effective inventory management
- tracking shipments
- reducing lead times
- information sharing
- leaner organisations

4. Understand the role of logistics and procurement in SCM

Procurement
- supplier selection
- optimal procurement policies
- reliability
- quality

- role in SCM
- planning
- implementation and control of the movement and storage of goods
- management of raw materials
- link between the marketplace and operations of the business
- customer satisfaction
- coordination of materials and information flows
- point of origin to point of consumption

5. Be able to plan a strategy to improve an organisation's supply chain

Benefits
- JIT
- reduced stock holding
- minimisation of waste
- improved customer service
- lower labour costs
- improved manufacturing planning

Barriers
- inappropriate distribution networks
- ineffective distribution strategies
- trade-offs in logistical activity, eg, holding more stocks to meet customer requirements quickly v. less chance of stock-outs
- inability to integrate processes through the supply chain to share information
- poor inventory management
- cash flow problems.