



SCQF LEVEL 11

**EXTENDED DIPLOMA IN
INTERNATIONAL BUSINESS & STRATEGY**

COURSE SPECIFICATIONS

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1. INTRODUCTION

1.0 ATHENA GLOBAL EDUCATION

Athena Global Education is a subsidiary of Westford Education Group, a higher education services provider since 2009, providing quality UK, Italian and Spanish Bachelor and Master level degrees. We have helped thousands of learners from around the world achieve their higher education goals and through that, their professional goals.

Westford Education Group has partnered with many internationally accredited universities, Awarding Organizations and Professional Bodies, enabling us to provide high quality and fully accredited programs worldwide. Westford is currently partnered with Cardiff Metropolitan University from UK, University of Wolverhampton from UK, Guglielmo Marconi University from Italy, Fort Hays State University from USA, Pearson Education from UK and the Scottish Qualification Authority (SQA) of UK to name a few.

Athena Global Education is the latest venture of Westford Education Group. It is built upon our core values: That quality higher education is an undeniable right of all, not of few, and should be affordable by all. Our key pillars of this venture are Accessibility and Affordability, and we have made sure that the courses developed in this platform support and reflect these key values.

This MBA programme offered by Athena Global Education is a Dual Certification programme delivered in partnership with Guglielmo Marconi University, Italy and Cambridge International Qualifications, UK in partnership with Scottish Qualifications Authority (SQA), UK.

2. SCQF LEVEL-11 EXTENDED DIPLOMA IN INTERNATIONAL BUSINESS & STRATEGY

This course is developed in partnership with Scottish Qualification Authority and credit rated with Scottish Credit and Qualification Framework (SCQF) under the customized awards category. This qualification quality assured and certified by Scottish Qualification Authority, UK

Credit rating details of this course can be viewed at <https://www.sqa.org.uk/sqa/89939.html>

The course is in line with SCQF Level 11 (EQF Level 7) standard and assessed based on the acceptable international methodologies in order to ensure that the successful learner will have achieved the knowledge and skills in a master level qualification as per the international standard. This qualification delivered in and assessed in English.

The learner will achieve the above qualification upon successful completion of the full programme. The approved centre to ensure that this course specification is available for all registered students.

This specification contains the details of the all courses that constitute the full qualification and its associated guidance. The approved centers can offer this through onsite, blended or distance learning format.

Each module in this course sets-out the required learning outcome (LO), assessment criteria, indicative syllabus and recommended reading and other important information which will be helpful for the centers delivering this qualification.

2.1 AIM OF THE COURSE

Extended Diploma in International Business & Strategy provides transferable skills to develop managers capable of handling the complexities in today's challenging business environment. The units are aligned to National Occupational Standards for business and represent the core attributes required by employers in a range of business settings. This qualification aims to provide learners with:

- ▶ An understanding of developing world class approaches to leadership and organisational development
- ▶ The latest research and thinking in international business and strategy
- ▶ The skills required to solve problems in a business environment
- ▶ The readiness to manage the various organizations on a scientific basis and to hold leading managerial positions.

- ▶ An understanding of business culture and responsibilities in the various domains of business management
- ▶ The ability to successfully communicate and work with others in a business environment
- ▶ The opportunity to develop the skills required to manage and improve their own performance in a business environment.
- ▶ A comprehensive understanding of the Business and Management domains

2.2 GRADING STRUCTURE

The following grading criteria will be applicable for the PG Diploma level grading

Marks	Grade
70 to 100	Distinction
60 to 69	Merit
50 to 59	Pass
40 to 49	Fail with Re-sit
0 to 39	Fail with Retake

3. ENROLMENT AND EQUAL OPPORTUNITY

We confirm our commitment to equal opportunities in all its activities. It is intended that all students should receive equal treatment irrespective of political belief, gender, sexual orientation, age, disability, marital status, race, nationality, ethnic origin, religion or social background. All the Approved Centers must have adequate and transparent system in place in order to ensure the equal opportunity has given to all prospective learners for the course.

4. ACCESS AND RECRUITMENT

Our policy with regards to access to its qualifications is that:

- ▶ They should be available to everyone who is capable of reaching the required standard
- ▶ They should be free from any barriers that restrict access and progression
- ▶ There should be equal opportunities for all wishing to access the qualifications

The approved centers are required to recruit learners to CIQ and its partners qualifications with integrity. This will include ensuring that all learners have appropriate information and advice about the qualifications. The centers should put in place appropriate systems to assess a learner's suitability for a programme and make a professional judgment about their ability to successfully achieve the

designated qualification. This assessment should take account of any support available to the learner within the centre during the programme of study and any support that may be required to allow the learner to access the assessment for the units within the qualification.

4.1 ACCESS ARRANGEMENTS AND SPECIAL CONSIDERATIONS

CIQ's policy on access arrangements and special consideration aims to enhance access to the qualifications for learners with disabilities and other difficulties (as defined by the Equality Act 2011) without compromising the assessment of skills, knowledge and understanding.

5. ADMISSION REQUIREMENTS

Students seeking admission to the course may have to fulfil the following criteria/requirement

- ▶ A Bachelor's degree in any discipline
- ▶ Proficiency in English language equivalent to IELTS 6.0 or more
- ▶ The learners without bachelor's degree will be considered subject to having minimum three years of managerial/supervisory experience

6. GUIDANCE ON ASSESSMENT

This qualifications assessment is completed through the submission of internally assessed student work. To achieve a pass for a unit, a learner must have successfully achieved the learning outcomes at the standards set by the assessment criteria for that unit.

CIQ provides a sample assignment for each unit which can be used as the assessment for the unit. We allow the centers to develop their own assignments, so they have the opportunity to put assignments in a context that is appropriate for your learners. Any assignments that the centre devises need to be submitted to CIQ for approval before delivery of the programme.

An assignment can relate to a single unit or an integrated assignment, incorporating more than one unit, can be used provided the content of the assignment is clearly mapped to show which assessment criteria from which units are being covered.

6.1 METHODS OF ASSESSMENT

CIQ encourages the centers to use a range of assessment vehicles that will engage learners and give them an opportunity to both demonstrate their knowledge and understanding of a topic and to evaluate how they might apply that knowledge in a given context.

CIQ discourages essay writing and recommend that more varied types of assessment are included. This might include assessment through:

- ▶ A research activity resulting in the compilation of a report
- ▶ An academic paper or article for publication
- ▶ The compilation of a case study
- ▶ A critical review and evaluation of a chosen company's policies, procedures and systems
- ▶ A set project completed for an employer (also known as an 'employer-engagement activity')
- ▶ The production of a portfolio of evidence relating to a particular unit

This list is by no means exhaustive but gives examples of some creative assessment methods that could be adopted.

6.2 PUTTING AN ASSESSMENT STRATEGY IN PLACE

The approved centre need to demonstrate to the External Verifier that they have a clear assessment strategy supported by robust quality assurance in order to meet the CIQ requirements for registering learners for a qualification. In devising your assessment strategy, the centre need to ensure:

- ▶ Devised assignments are clearly mapped to the unit learning outcomes and assessment criteria they have been designed to meet
- ▶ That the command verbs used in the assignment are appropriate for the level of the qualification, e.g. analyse, evaluate
- ▶ That the assignment gives the learner sufficient opportunity to meet the assessment criteria at the right level, through the work they are asked to complete
- ▶ Students are well-briefed on the requirements of the unit and what they have to do to meet them
- ▶ Ssessors are well trained and familiar with the content of the unit/s they are assessing
- ▶ There is an internal verification process in place to ensure consistency and standardization of assessment across the qualification
- ▶ Assessment decisions are clearly explained and justified through the provision of feedback to the learner
- ▶ That work submitted can be authenticated as the learner's own work and that there is clear guidance on the center's Malpractice Policy
- ▶ That there is an assessment plan in place identifying dates for summative assessment of each unit and indicating when external verification will be needed
- ▶ Sufficient time is included in the assessment planning to allow the learners time for any necessary remedial work that may be needed prior to certification

7. QUALITY ASSURANCE OF CENTRES

The approved centers delivering CIQ qualifications must be committed to ensuring the quality of the units and qualifications they deliver, through effective standardization of assessors and verification of assessor decisions. CIQ will rigorously monitor the application of quality assurance processes in centers.

CIQ's quality assurance processes will involve:

- ▶ Centre approval for those centers who are not already recognised to deliver CIQ qualifications
- ▶ Approval to offer CIQ qualifications and units in Management at EQF Level 7
- ▶ Monitoring visits to ensure the centre is continuing to work to the required standards

Once a centre registers learners for a qualification, they will be allocated an External Verifier.

8. MODULES AND COMBINATIONS

To be awarded the Extended Diploma in International Business & Strategy, the required to complete minimum 2 units (40 credits) from the Group A and 4 Units (80 credits) from Group B modules

Group A (Minimum 2 Units)			
Code		Level	Credits
HX3X 04	Operations and Project Management	10	20
HX42 04	Accounting for Next Generation Leaders	10	20
HX43 04	Healthcare Management & Leadership	10	20
J1ET 04	Data Analytics in Business Processes	10	20
Group B (Minimum 4 units)			
HX3W 04	Strategic Leadership and HR Practices in Organisations	11	20
HX3Y 04	Sustainability and Business	11	20
HX40 04	International Marketing Management	11	20
HX41 04	Strategic Management	11	20
HX44 04	Health Operations Management	11	20
J1EP 04	Supply Chain & Logistics in Global Context	11	20
J1ER 04	Strategic Supply Chain & Logistics Management	11	20
J1EV 04	Application of Business Analytics	11	20

8.1 Operations and Project Management

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-10)
Unit Code	: HX3X 04
Credits (SCQF)	: 20 Credits

The module will provide you with a firm foundation in the principles of operations and project management. It will introduce you to a broad range of operations and project management problems, tools and knowledge facing managers working in modern organisations. The module will explore the information needs of organisation and systems to support operations and project management processes. The focus will be on how firms achieve can achieve competitive success through improving the processes involved in delivering products and services. After successful completion of the module, the students will be able to:-

- Understand the transformative process involved in operations, the inputs, the outputs including the strategy and design in services and manufacturing
- Understand the various supply chain networks, risk management and the tools and techniques involved in operational quality along with an elaborate idea of Inventory management
- Understand the optimization of operations management with the use of information systems and information technology
- Understand the relevance of information management systems in operational decision making
- Understand the tools and techniques used to design a project plan to manage operations
- Understand the use of review and evaluation techniques to monitor and control projects while managing operations.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 70%, Project of 6000 Words Max)
- ❖ Assessment 2: Coursework (weightage 30%, Project of 1500 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Critically evaluate how operations management contributes to the competitiveness of an organization.	Introduction to Operations Management - Operations strategy - Transformation model - Operations performance Operations Design - Process and physical

		design – Manufacturing and services operations strategy
2	LO2: Critically evaluate how quality management processes and supply chain networks contribute to achieving the overall strategic objectives of an organization.	Supply Chain networks - Quality and lean Management Planning and control -Supply and demand - Capacity planning - Supply chain management - Risk management - Corporate and social responsibility – Quality management tools and techniques – Managing Inventory – Process analysis and improvement – Purchasing and supplier management
3	LO3: Critically evaluate the information management/systems in relation to the operation management processes.	Information management and systems - impact of management information on decision making - importance of information sharing within the organisation - monitor and review management information - information management and strategy - IS and IT to support operations
4	LO4: Design a project plan for a given business scenario and implement a project.	Project Management: The development of a project plan and its impact on strategic objectives Network planning Project management and control

8.2 Accounting for Next Generation Leaders

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-10)
Unit Code	: HX42 04
Credits (SCQF)	: 20 Credits

This module aims to provide future next gen leaders with a level of practical understanding that can be used in the workplace by covering a range of key Financial Accounting, Management Accounting and Finance areas. The module covers analysis and interpretation of financial statements of

contemporary firms, cost classification, investment appraisal and budgeting affecting the financial behavior of an organisation. After successful completion of the module, the students will be able to:-

- Understand management control and analysis of financial information that includes management reporting, financial analysis, budgeting and forecasting
- Understand the activities where finance and accounting departments have high responsibility, visibility and the potential to significantly impact on organizational performance.
- Understand how one control core activities to a reasonable standard can and be able to solve problems that would need to be addressed urgently.
- The learners will understand how to blend the relative knowledge associated with Financial and Management Accounting within Performance Standards and Operational Procedures of modern-day businesses.
- Understand how to control aspects of Cash Flows, Bottom Line, Capital Allocation Strategies and Process, Develop Growth and Exit Strategies, Design Budgets, Business Models & Forecasts, Strengthen Working Capital requirements and eventually manage a healthy risk appetite [Debt/ Equity Balance].

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project (weightage 50%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 2000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Critically analyze Financial Accounting Principles to measure Bottom Line impact and develop competitive strategies.	<ul style="list-style-type: none"> • Understanding Financial Reports and Statements • Meaning of Accounting Standards and relevance of Accounting Policies • Difference between financial accounting, management accounting and financial management • CVP analysis
2	LO2: Critique the relevance and significance of Budgeting Process, Techniques and Methods in driving Organizational Performance.	<ul style="list-style-type: none"> • Understanding Budgeting Practices • Budgeting Approaches and Performance Management • Technology in Budgeting.
3	LO3: Evaluate Financial Statements and business performance using Ratio Analysis.	<ul style="list-style-type: none"> • Understanding the application of Ratio Analysis. • Compare Performance and Analyse Business Positions in a Competitive Market

		<ul style="list-style-type: none"> Define Future Strategies for Improvements.
4	LO4: Evaluate investment appraisal techniques to support decision-making.	<ul style="list-style-type: none"> Breakeven analysis Marginal costing Absorption costing Profitability index Accounting rate of return Internal rate of return Net present value

8.3 Healthcare Management & Leadership

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-10)
Unit Code	: HX43 04
Credits (SCQF)	:20 Credits

This module aims to provide students with the knowledge, skills and competence required as a leader in the healthcare sector. Students will be exposed to the knowledge of how healthcare organisations operate, how they are managed, analytical techniques that can be applied to decision-making processes, and how to effectively lead in the healthcare sector. The student will also get an oversight into the essential financial obligations, including healthcare financial management and budgets.

After successful completion of the module, the students will be able to:-

- Understand how organizational behavior affects healthcare management.
- Understand how changes affect healthcare industry and how do we cope with such changes.
- Be able to implement strategic plans for healthcare organisations and strive for continuous improvement.
- Be able to understand and apply leadership models to effectively and efficiently manage a healthcare organisation.
- Get a firm grasp of important financial essentials required for able handling of a healthcare centre.
- Understand and comply with all healthcare quality standards, including legal statutory compliance.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 50%, Project of 3000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 3000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Understand healthcare strategies and organisational behavioural aspects, specifically for healthcare sector.	<ul style="list-style-type: none"> • Healthcare strategies and its effective implementation • Organisational structures and cultures • Individual and team cultures in a health sector • Change management and organisational development • Healthcare delivery systems • Organisational behaviour and work team ethics • SMART objectives to implement healthcare plans • International healthcare accreditation schemes • Clinical governance
2	LO2: Understand about healthcare quality, patient safety and prevention of medical errors.	<ul style="list-style-type: none"> • How to ensure patient safety • Prevention of medical errors in the healthcare environment • Legal statutory bindings in healthcare safety requirements • Understand healthcare quality aspects
3	LO3: Understand the quality of leadership required in healthcare industry, discuss various leadership styles and approaches available.	<ul style="list-style-type: none"> • Leadership in healthcare industry • Difference between leaders and managers • Different leadership styles • Situational, transactional and transformational leadership • Effective and efficient management of a hospital • Health technology assessment for healthcare managers

4	LO4: Acquire the essentials of good healthcare financial management principles.	<ul style="list-style-type: none"> • Understand assets and liabilities • How to make and read a financial statement • Ingredients of healthcare financial management • Appraisal techniques • Costs, budgets and reports
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8.4 Data Analytics in Business Processes

Guided Learning Hours : 40 Hours

Level of Study : SCQF (Level-10)

Unit Code : J1ET 04

Credits (SCQF) : 20 Credits

This module is designed to enable the student to apply data analytics' approaches to develop a critical view in diversified business processes, which will help management to make good effective business decisions. It is important for a business analyst to clearly identify the different sources of business data and the effective ways in which this data can be put to use. The module introduces the learners to different categories of analytics, including its application in business processes – descriptive, predictive, and prescriptive as well as a conceptual understanding of MS Excel as a tool for analysis and visualization of business data.

After successful completion of the module, the students will be able to:-

- Explain the importance of data and associated opportunities to analyze data patterns for actionable insights.
- Understand the process and the activities involved in deciding the nature and type of data that needs to be collected and managed in an organization.
- Outline business analytics life cycle as well as identify different categories of analytics discipline.
- Describe a selection of different business analytics tools and software to retrieve, organize and manipulate data.
- Manage data in MS-Excel spreadsheet.
- Explore and analyze data using the functions and features available in MS-Excel.
- Apply the different statistical methods to solve problems in different business scenarios.
- Demonstrate knowledge of MS-Excel based data analysis techniques as well as use visual outcomes of MS-Excel to communicate effective data patterns.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project Report (weightage 50%, Project of 3000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 3000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Understand how to critically analyse business data in an organizational decision-making context.	<ul style="list-style-type: none"> • Role of an analyst in a business organisation • Divergent data handling in an organisational context • Marketing predictions and data analysis for marketing functions • Qualitative and quantitative data • Data to Insight in decision-making
2	LO2: Demonstrate an understanding of the principles of business analytics.	<ul style="list-style-type: none"> • Introduction to analytics • Business Analytics defined • Business Analytics Lifecycle • Categories of Business Analytics • Tools • Business Analytics in Practice • Introduction to Big Data
3	LO3: Demonstrate proper application of data management and data analysis techniques.	<ul style="list-style-type: none"> • Web and business data analysis • Socio-technical approaches • Use of diagramming techniques and tools for analysis • Types of data – Population & Sample • Cross-sectional & Time series • Missing Data
4	LO4: Application of different statistical data analysis methods and data visualization techniques to arrive at sound business decisions.	<ul style="list-style-type: none"> • Modifying data using MS Excel – sorting, filtering, conditional formatting • Descriptive statistics using MS Excel • Creating distributions from data • Measures of Location • Measures of variability • Analyzing distributions

8.5 Strategic Leadership and HR Practices in Organisations

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-7)
Unit Code	: HX3W 04
Credits (SCQF)	:20 Credits

The purpose of this module is to discuss and explain the role of strategic HRM and leadership practices in an organization and their influence on the overall performance and competence of the organization. This module is designed to develop an understanding about the contemporary practices of strategic human resource management and the paradigm shift in the approaches and methods related to various functions of HRM like strategic recruitment and selection, strategic leadership, strategic performance management, employee development to name a few.

It also endeavors to highlight the role and significance of leadership styles and practices during the planning and implementation of change in the organization.

Upon successful completion of the module, the participants will be able to have comprehensive knowledge about the wider business context in which the manager has to lead and perform and make effective decisions.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 30%, Project of 1500 Words Max)
- ❖ Assessment 2: Coursework (weightage 40%, Project of 2500 Words Max)
- ❖ Assessment 3: Coursework (weightage 30%, Project of 2000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Critically analyze the significance of Strategic Human Resources Management and its changing landscape in organizations.	<ul style="list-style-type: none"> • Fundamentals of strategic HRM (SHRM), • HRM – an Introduction to the basic concepts • An interdisciplinary approach to HRM • Strategic HRM – evolution and basic concepts • Functional roles of HRM in business

		<ul style="list-style-type: none"> • HRM goals, objectives, and practices • Strategic linkage of HRM: Cost leadership and differentiation strategy • Rhetoric of SHRM and performance
2	LO2: Critically discuss the impact of Human Resources Management activities on the Organisational Performance.	<ul style="list-style-type: none"> • Strategic HRM functions, Strategic human resource planning and process, job analysis, demand and supply analysis, Strategic recruitment and selection, discuss various SHRM models • Understanding core theories in understanding people and their role in organisations • Strategic learning and development • Organisational behaviour and its impact on organisational performance • Employee involvement and engagement at workplace • Regulatory environment and workplace relationships
3	LO3: Evaluate various leadership styles and practices in organizations.	<ul style="list-style-type: none"> • Leadership: Fundamentals and approaches, • Leadership theories: Trait theory, behavioral styles theories, situational theories, shared leadership, servant leadership, • The Leader-Member Exchange model of leadership • Leadership and organizational development
4	LO4: Plan how to implement change in an organization.	<ul style="list-style-type: none"> • Modern organizations : context, drivers, characteristics and challenges • Types of change • Resistance to change and the strategies for overcoming the resistance • Strategic leadership and change management • Management of change, with reference to culture, conflict, managing self, power, politics

8.6 Sustainability and Business

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-11)
Unit Code	: HX3Y 04
Credits (SCQF)	: 20 Credits

Organisations within modern day business are required to redesign their strategies and policies to be aligned with a sustainability agenda. Corporate social awareness for many organisations now see it necessary to address economic, social and flora/fauna issues from a sustainability stand point, extending the traditional reach of CSR. Sustainability awareness creates the environment for a more innovative organisation and supply chains, with emphasis on biodiversity and close loop supply strategies. The module will critically review sustainability challenges and opportunities for organisations in a global context

ASSESSMENT CRITERIA

Assessment 1: Coursework (weightage 20%, Question of 1500 Words Max)

Assessment 2: Coursework (weightage 20%, Scenario of 1500 Words Max)

Assessment 3: Coursework (weightage 30%, Scenario of 2000 Words Max)

Assessment 4: Coursework (weightage 30%, Project of 2000 Words Max)

Learning Outcomes and Contents:

LO No.	Learning Outcomes	Contents
1	Appraise the multiple dimensions of sustainability for businesses in the context of global challenges.	Sustainability in a global context and the challenges it faces will cover: an introduction to sustainability and its interdisciplinary variables and their importance; discussing the UN global sustainability goals; global warming and its impact on the business; population growth and resource

		scarcity; and threats to diversity and its impact on business
2	Critically review, evaluate and develop sustainability strategies of organisations.	Exploring the strategic dimensions for the organisation when sustainability matters will require the review of: strategy formulation for sustainability; innovating strategies for sustainability; sustainability and leadership
3	Critically analyse the strategic alignment of the business functions to sustainability.	The strategic alignment of the various roles in an organisation, will place focus on: sustainability and HR practices; sustainable reporting; sustainable financing and finance; sustainability and its influence on production and design
4	Critically analyse an organisation's global sustainability and your contribution to the impact on global sustainability.	The content will explore the specific effects of sustainability on supply chains; understanding how to source with sustainability in mind; the impact of regulations and international codes on sustainability

8.7 International Marketing Management

Guided Learning Hours : 40 Hours

Level of Study : SCQF (Level-11)

Unit Code : HX40 04

Credits (SCQF) : 20 Credits

This module demonstrate knowledge and understanding of contemporary theories and their applications in the research field of international marketing and management that provides with opportunity for originality in developing, applying and implementing ideas in the areas of international management and international marketing. After successful completion of the module, the students will be able to:-

- Analyse and assess the peculiarities of global business environment and shifts in geo-economical situation, putting a particular emphasis on emerging economies and their role in international business environment.
- Formulate judgments and take socially and ethically responsible decisions in global business environment.
- Analyse and assess internal and external international business environment and derive managerial decisions on company's governance and international expansion.
- Develop appropriate marketing plans with marketing tools and techniques.
- Understand brand management and see how they influence consumer behaviour.
- How to develop effective marketing skills, be creative and innovative while launching products/ services.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 50%, Project of 3000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Project of 3000 Words Max)

No.	Learning Outcomes	Content Covered
1	Analyse the changing business environment(s) globally and how they pose challenges to marketing management functions in organisations.	Introduction to Global Business Environment; Marketing Approaches in Local, National, Regional and Global Marketplace; Influence of the Changing Business Environment on Marketing Management Functions; Evolution of Marketing Concepts (Production Concept, Product Concept, Selling Concept and

		<p>Marketing Concept); Evolving Marketing Concepts and Theories; Principles of organisational and environmental audits affecting marketing management functions.</p> <p>International market entry modes; licensing, joint venture, franchising, direct exporting, indirect exporting,</p>
2	Develop marketing plans with application of appropriate marketing models, tools and techniques.	<p>Scope of Marketing; Marketing Mix (4Ps/7Ps); Market Segmentation; Contents of a Marketing Plan; Developing Marketing Strategies; Analytical Tools (SWOT Analysis, BCG Matrix, Ansoff Matrix, Porter's Five Forces Model, PESTEL); utilization of marketing data and methods</p>
3	Evaluate the processes involved in brand management and how they influence consumer behaviour.	<p>Marketing Communications; Strategic Brand Management Process; Brand Value; Brand Positioning, Brand Equity; Brand Value Chain; Brand Equity Matrix; Brand-Product Matrix; Linking Brand Management to Consumer Behaviour; Consumer Decision Making Process; Influence of Social Media Campaigns on Consumer Buying Behaviour; Stages of Consumer Interaction (Pre-Purchase, Purchase-Interaction, Post-Purchase Interaction)</p>
4	Decide how to launch new products/services in a dynamic global marketplace.	<p>Product Life Cycle Strategies; New Product Development Process; Idea Screening, test Marketing and Product Launch; Pricing Strategies; Sales and Distribution Challenges; Develop New Product Development and Marketing Skills.</p>

8.8 Strategic Management

Guided Learning Hours : 40 Hours

Level of Study : SCQF (Level-11)

Unit Code : HX41 04

Credits (SCQF) : 20 Credits

This module is designed to help students understand and evaluate various aspects of Strategic Management in a global context. The module also serves as an opportunity to develop skills for strategic thinking and analysis, leadership, communication, teamwork, and cross-functional integration. Students should be able to synthesize information to inform strategic decisions and actions demonstrating awareness of complexity, risk and uncertainty in a dynamic business environment. The module helps students to evaluate the relationship between organizational strategies, performance and stakeholder expectations.

After successful completion of the module, the students will be able to:-

- Understand the external/ internal environment dynamics, and assess a business organisation's strategic capabilities.
- Understand the nature and sources of competitive advantage to gain a strategic advantage.
- Analyse the strategic purpose, culture, inter organisational relationships, innovation and change abilities, which can increase strategic capabilities of an organisation.
- Understand business level strategies, corporate strategies, diversification, International Strategy.
- Apply leadership & strategic change models to a business strategy.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project (weightage 70%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 30%, Coursework of 2000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Critically evaluate the relationship between strategy, stakeholder expectations and organizational performance.	<ul style="list-style-type: none"> • Introduction to Strategy • Organization design and effectiveness

		<ul style="list-style-type: none"> • Selecting strategy and design to achieve organizational goals • Porter’s competitive strategies, Mile’s and Snow’s Strategy Typology • Fundamentals of organization structure • Organizational Life Cycle and Characteristics during Stages of Development • Impact of organizational design on organizational performance
2	LO2: Evaluate the impact of current and emerging Economic, Political and Cultural factors on the strategic management of an organization.	<ul style="list-style-type: none"> • Changing environment • External environment affect on organizations • Framework for assessing environmental uncertainty • Contingency framework for uncertainty and organizational responses • Organizational strategies for controlling external environment • Environmental characteristics and organizational actions
3	LO3: Formulate innovative business strategies designed to contribute to the success of an organization.	<ul style="list-style-type: none"> • Strategic Role and Types of Change (Episodic, Continuous and Disruptive Changes) • Business strategy tools • Impact of innovations in organizations • Strategy implementation plan • Elements for Successful Change • Horizontal Coordination for Innovation; Open Innovation and Crowdsourcing • Dual Core Approach to Organizational Change (Management and Technical)
4	LO4: Critically assess different leadership styles in developing corporate values, social responsibilities and managing strategic change.	<ul style="list-style-type: none"> • OD culture change interventions • Different leadership styles • Leadership for Change • Decision Making Processes • Good governance and corporate values • Corporate social responsibilities • Strategy implementation

8.9 Health Operations Management

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-11)
Unit Code	: HX44 04
Credits (SCQF)	: 20 Credits

Healthcare delivery systems around the world struggle with three fundamental issues: patient access to care, quality and safety in the care process, cost of care, patient and staff satisfaction. Organisational development in healthcare sector has to take into consideration all these vital aspects. Efficient management of hospital operations is critical to the hospital's success. In this module, students will look at these issues, including improvement approaches that the discipline of Healthcare Management can offer. In doing that, different types of both clinical and non-clinical processes in hospital settings are illustrated. Readings and cases from several countries will be used during conduct of the module.

After successful completion of the module, the students will be able to:-

- Understand healthcare delivery environments while managing hospitals.
- Understand the problems in healthcare industry which affect operational performance and how to manage them effectively.
- Be able to appraise hospital performance through use of useful appraisal tools.
- Be able to evaluate key measures used to assess healthcare system and process performance.
- Apply lean tools for analysing and improving healthcare processes.
- Get an overview of IT in healthcare delivery systems.
- Design, structure and operations of healthcare delivery systems.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Project work (weightage 70%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 30%, Coursework of 2000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Understand healthcare organisations' structure and culture, including the organisational behaviour in healthcare industry.	<ul style="list-style-type: none"> • Typical Healthcare structures • Culture effect on employee engagement • Organisational behaviour

		<ul style="list-style-type: none"> • Team work • Aspects of organisational development.
2	LO2: Understand change management and apply it effectively to organisational development and healthcare delivery environments.	<ul style="list-style-type: none"> • Overview of industry sector • How to manage change in markets and competition • Change management in healthcare delivery environment • Conceptual model of healthcare delivery • IT systems and their role in delivery and quality improvement • Patient and provider scheduling • Patient flows and waiting times • Capacity decisions
3	LO3: Demonstrate understanding and ability to evaluate key measures used to assess healthcare systems and process performance	<ul style="list-style-type: none"> • Clinical and Non-Clinical metrics • Patient satisfaction • Cost analysis • Data transparency/ public reporting issues • Implementation and sustainment issues in healthcare quality and delivery systems • Process mapping • Outpatient Clinics: forecasting and scheduling of patients, emergency • Performance indicators, perceived problems with healthcare system
4	LO4: Understand the selected available lean tools required for analysing and improving healthcare processes.	<ul style="list-style-type: none"> • Overview of lean management • Applications of lean management • Overview of VSM mapping, A3, Rules-In-Use, PDSA, 5 Whys, Mistake proofing, etc. • Implementing lean management • Use of lean tools to improve healthcare processes

8.10 Supply Chain & Logistics in Global Context

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-11)
Unit Code	: J1EP 04
Credits (SCQF)	: 20 Credits

The aim of this module is to see the impact of key drivers that are driving globalisation of industries and markets, with special reference to structures and management of global and international supply chain networks and logistics systems. The focus will be on Supply Chain and Logistics planning strategies for companies that operate globally, with an emphasis on how to plan and integrate its functional components into a well-coordinated system. Students are exposed to concepts and models important in supply chain inventory, warehousing and freight forwarding management concepts, with emphasis on key tradeoffs and phenomena. The course also introduces logistics and transportation systems, including use of multi-modal logistics system.

After successful completion of the module, the students will be able to:-

- Understand and analyze key drivers influencing globalisation.
- Understand how globalisation affects supply chain and logistics industry.
- Be able to evaluate the development and management of supply chain and logistics functions in an organisation.
- Understand the logistics and transportation system and use of multi-modal logistics system.
- Understand the financial terms and agreements of supply chain and logistics systems.
- Understand advanced planning and scheduling concepts/ frameworks of supply chain.
- Understand SCOR (Supply Chain Operations Reference) Model to integrate supply chain decisions and core functions.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 50%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 2000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Understand cross functional drivers of supply chain in a globally competitive context.	<ul style="list-style-type: none"> • Introduction to cross functional drivers of supply chain • Supply Chain Globalization rationale and key strategies • Challenges of supply chain in a global context • Operational differences • Sourcing decisions in a supply chain • Information technology in supply chain • Drivers and trends of globalisation • Strategic outsourcing • Overseas culture and market environments • Logistics, supply chains and globalisation
2	LO2: Understand Multi-model logistics systems, shipping strategies, stockholding, inventory and warehousing management in a global context.	<ul style="list-style-type: none"> • Multi-model logistics systems • Structure and methods of operation • Problems with global and international logistics • International physical distribution strategy and management • Modal choice: Vehicle selection in logistics, shipping strategies, stockholding and inventory management, warehousing and depot management
3	LO3: Understand supply chain management system models and techniques like SCOR and CPFR.	<ul style="list-style-type: none"> • Introduction to supply chain models • Advanced planning and scheduling concepts and framework • Using planning software and planning charts • Collaborative Planning, Forecasting and Replenishment [CPFR] • Application of SCOR [Supply Chain Operations Reference] Model to integrate core supply chain decisions and core functions. • Anticipatory to Response-based business models • Purchasing vs. Procurement

		<ul style="list-style-type: none"> • Procurement strategies • Building deep supplier relationships.
4	LO4: Analyse financial agreements within supply chain management systems and the issues surrounding tariffs, taxes and payment methods in supply chain networks.	<ul style="list-style-type: none"> • Potential hidden costs • Total Cost Strategy • pricing and revenue management in a supply chain • Building scenarios • Financial agreements within supply chain management systems, tariffs, taxes and payment methods in complex supply chains • Ordering and replenishment systems • Reverse logistics

8.11 Strategic Supply Chain & Logistics Management

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-11)
Unit Code	: J1ER 04
Credits (SCQF)	: 20 Credits

Supply Chain & Logistics Management is a systems approach which involves the flow of materials and information among all of the firms that contribute value to a product, from the source of raw materials to end customers, and logistics ensures an effective and efficient method of movement of goods and materials to its destination. Supply Chain Management & Logistics has emerged as the new key to productivity and competitiveness of manufacturing and service enterprises. Business competition is now between supply networks rather than individual corporations. Supply chain and logistics management touches major issues, including rapid growth of multinational corporations and strategic partnerships; global expansion and sourcing; environmental concerns, fluctuating gas prices; each of these issues dramatically affects corporate strategy and bottom line. Because of these emerging trends, supply chain and logistics management is the most critical business discipline in the world today. By studying this course students develop the ability to conceptualize, design, and implement supply chains and logistics aligned with product, market, and customer characteristics. Also through the application of systematic design strategies; plan, design and develop suitable and effective supply chain and logistics configurations for given scenarios.

After successful completion of the module, the students will be able to:-

- Prepare intellectually and practically for effective performance in their place of work / employment.
- Develop an understanding of the issues of management and business processes including the interrelationship between the core functional areas of an organisation, relative to Supply chain and logistics management.
- Develop specialized knowledge and domain expertise in a particular field of business such Organisational development, Leadership, General management and strategy to enable students to assume greater specialization in their place of employment.
- Develop an awareness of the problems confronted by Supply chain and logistics departments and to equip them with the means to solve problems.
- Prepare and nurture the learners in the domain of Supply chain management and logistics to manage the various organizations on a scientific basis and to hold leading managerial positions.
- Make learners understand the basic requirements of a good inventory management and freight forwarding systems.
- Understand the inbound and outbound logistics systems & channels of distribution, legal aspects around management of goods.
- Understand the principles of warehousing and storage systems, material handling and packaging. Transportation management: Road freight and inter-modal transport.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Report (weightage 70%, Project of 4000 Words Max)
- ❖ Assessment 2: Coursework (weightage 30%, Coursework of 2000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Understand the relationship between supply chain and logistics management, and its linkage to organizational business strategies	<ul style="list-style-type: none"> • Introduction to supply and logistics management • Supply chain and logistics management principles • Methodology and solutions • Importance of effective supply chain and logistics management in achieving organizational business strategies • Discuss key drivers • Integrated logistics and the supply chain concept
2	LO2: Be able to use information technology to optimize supplier	<ul style="list-style-type: none"> • Role of IT • Internet and online communication systems

	relationships in an organization	<ul style="list-style-type: none"> • Reducing transaction costs and improving buyer supplier relationships • Improved purchasing, order processing, EDI, inventory management and production scheduling • Just In Time (JIT) • Tracking shipments • Reducing lead times • Information sharing.
3	LO3: Understand the role of logistics and procurement, including buyer/ supplier relationship in Supply Chain industry	<ul style="list-style-type: none"> • Basic inventory planning and management • Principles of warehousing • Buying and procurement systems • Negotiation theory • Buyer / supplier relationships • Role of procurement as a key driver of supply chain and logistics management • Supplier selection • Optimal procurement policies • Reliability and quality • Selection of logistics mode • Selection of ports • Direct delivery and vehicle scheduling • Implementation, control of movement and storage of goods
4	LO4: Understand the basics of shipping operations, including the documentation involved	<ul style="list-style-type: none"> • Introduction to shipping operations • Interpretation of shipping terms • Understand the flow of letters of credit from opening to final negotiation • Understand various types of shipping documents used in international trade • Trade declarations • Role of incoterms and swift codes • Export-import procedures. • Understand customs clearing and freight forwarding environment • Challenges of statutory documentation • Role of FCL and LCL, need for NVOCC • Strategies and shipping techniques.

8.12 Application of Business Analytics

Guided Learning Hours	: 40 Hours
Level of Study	: SCQF (Level-11)
Unit Code	: J1EV 04
Credits (SCQF)	: 20 Credits

This module briefly describes how organizations find value and make decisions using huge volumes of data. The module introduces the student to the scope of value creation underlined by the foundational concepts of business analytics. Also, applications of business analytics is introduced to the student, with special reference to social media analytics for business. This module discusses the interplay of analytics, businesses, social media and information technology to drive competitive advantage in organizations.

After successful completion of the module, the students will be able to:-

- Understand how organizations can build capabilities to apply advanced analytical techniques.
- Describe descriptive analytics and the use of association rules to discover intra transaction patterns.
- Explain the importance of customer analytics in organizations.
- Explain how analytics can aid strategic decisions such as building new customer base or retaining existing customer base.
- Demonstrate knowledge of the various applications of analytics in diverse areas such as risk management and social media.
- Social Web Harvesting Tools and Techniques
- Concerns, challenges and ethical consideration in Social Media Analytics for business.
- Social Media Mining and Community Analysis.
- Apply the analytics' advanced applications for problem solving and decision making.

ASSESSMENT CRITERIA

- ❖ Assessment 1: Coursework (weightage 50%, Project of 3000 Words Max)
- ❖ Assessment 2: Coursework (weightage 50%, Coursework of 3000 Words Max)

No.	Learning Outcomes	Content Covered
1	LO1: Critically analyse business problems, including the opportunities for organizations to become more analytical and data driven to solve such problems.	<ul style="list-style-type: none"> • Framework of Business Analytics • Decision making perspective • Tools & Systems perspective • Relevance of analytics in different industries • Measuring the value of analytics

		<ul style="list-style-type: none"> • Building analytics capability
2	LO2: Evaluation of different categories of analytics from individuals to corporates.	<ul style="list-style-type: none"> • Define analytics categories • Predictive analytics • Linear regression • Association rules • Sequence rules • Segmentation • Protection of privacy and personal data
3	LO3: Understand the importance of analytics in social media functions.	<ul style="list-style-type: none"> • Ethical issues of social media analytics • Big Data - Social Computing data sources • Social Media Mining and Community Analysis • Information Diffusion and Social Influence • Social media analytics
4	LO4: Understand some of the advanced applications of analytics in business industry.	<ul style="list-style-type: none"> • Understand Advanced Analytics & Applications • Credit risk modelling • Churn prediction • Recommender systems • Sentiment analytics • Fraud analytics • Web analytics • The Future trends: Robotics, AR and AI



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