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**Business Erasmus
(one semester)**

Module Descriptors

Course: BC001H - Erasmus Exchange (Business)

Level 5 Modules

BLEX2001 - Performance Measurement in Organisations

Leader:Michelle Stirk

Handbook Descriptor

15 credits

This module examines the measurement of organisational performance in the commercial, public and not for profit sectors.

It examines financial and non-financial measures looking at social accounting and ethics as well as traditional accounting frameworks.

It develops the critical and analytical skills in recognising the inter-relationships between accounting and non-financial performance and operations of organisations.

It will look at commercial organisations charities and other not-for-profit enterprises and will involve considerable in depth studies of specific organisations.

The module also examines the mechanisms for internal performance measurement and the achievement of management performance when making decisions.

Assessment Criteria:

A range of different types of assessment are used to build up the student subject and cognitive skills. The phase test will be used to assess the technical skills and understanding.

Individual skills to assess and report on social accounting skills are developed in the second assessment.

The final piece of group assessment brings together all areas of the course whereby students need to develop group working skills to evaluate a 'live' set of accounts.

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

Assessment Rationale

Reassessment Requirements

A resit of coursework covering the failed element(s) to be done in the subsequent summer.

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for a resubmission is 40%. Please note: Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

3 - To design effective performance measurement systems for managers and to analyse complex organisational problems.

Please note that assessment information is subject to change

The regulatory frameworks of the UK, the EU and of selected European countries will be examined, with particular emphasis upon competition, trade and monetary policy. The theoretical models and ideas that have underpinned the development of these frameworks will be evaluated, such as SCP, Austrian economics and the concepts of contestable markets, market failure and information asymmetry.

The institutional context, which influences the type of decisions and actions that firms can take will be examined. In particular, European institutions will be examined, which promote integration and intra-EU bloc activity at the possible expense of globalisation opportunities. Ongoing discussion of the role and place of the nation state will occur as the regulatory and institutional material is presented.

Many firms seek control over their markets. This module focuses upon the growth strategies firms employ to obtain control over their domestic and international contexts, the global and European institutional context within which they operate, and the regulatory frameworks, which act to restrain their excesses, and yet which may at the same time jeopardise their wider growth opportunities.

Growth strategies examined will include horizontal expansion, vertical integration, and diversification. Growth vehicle on the continuum between the polar extremes of full integration to market transactions will be considered. These will include mergers, acquisitions, joint ventures and other forms of strategic alliances. Discussion of the relative merits of collaboration versus competition will take place as this material unfolds.

One lecture will be given each week, and a 1hour tutorial will take place on a bi-weekly basis. Tutorials will be structured around a judicious combination of group work, and discussion based around case studies and contemporary learned articles. It is anticipated that students will acquire cognitive skills as well as knowledge through this process. In order to help develop these skills, students will be recommended to make full use of the detailed reading lists that will be provided by tutors. To complement this reading they will be advised to trawl widely and to make use of the large amount of business and economics related material provided in news broadcasts, current affairs programmes, business journals and the quality press.

Assessment Components

Report 1 - 1500 word research report

Weighting 100%. The component receives a mark.

The word limit is 1500.

Assessment Rationale

Assessment notes

Assessment 1 (100% weighting)

The research project / report provides the opportunity for students to demonstrate their communication skills through their production of a single voiced narrative. It also allows them to examine and research a multi-stranded issue in depth, and to demonstrate their ability to research, analyse and synthesise key module components across a variety of source materials.

Reassessment Requirements

Overall module failure (an overall mark below 40%) or deferral of all or part of the module assessment, will lead to student being asked to re-work some of the examination essay questions during the summer holidays, to an agreed timetable. The principle determining the precise number of essays to be re-worked is as follows-

Failure/deferred in Assessment 1 requires a new essay to be submitted.

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for a resubmission is 40%. Please note- Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

- 1 - 11 Analyse and compare firms' growth strategies and the vehicles for growth, and the contexts in which they may be developed most effectively.
- 4 - 4 Demonstrate awareness of the role of Nation States in the processes of European Business, and the role collaboration in the ongoing process of firm competition.
- 5 - 5 Describe the history and development of the EU.

Please note that assessment information is subject to change

Growth in the franchised sector of business has developed phenomenally over the past few years and offers individuals of all lifestyles the opportunity of owning and running their own business. Moreover, the opportunities for post-graduate ownership of franchises have never been greater.

The purpose of this module is give students the skills set to be able to own a franchised business and maximise the potential thereof. The module will explore the issues related to the purchase of business-format franchising such as: understanding the legalities of the franchise agreement; promotion in franchised businesses; micro and macro environmental assessment in franchising; staff recruitment/management in franchisee businesses; systematisation and procedural adherence, risk/reward management, growth management, expansion and building ongoing security the business; and funding expansion.

Ancillary to the main purpose, students will gain an insight into how franchises are developed from an franchisor's point of view, including: why businesses franchise their operations; the pilot process; how the franchise package is developed; marketing the franchise; the financial logistics of franchising; developing the company image; and whether to/how to franchise internationally.

Most importantly, students will gain a thorough understanding of the value of ethical franchising by examining both the European Code of Ethics for Franchising and the BFA's Code of Ethical Conduct. Students will briefly consider how this applies internationally.

Essentially, this module offers an in-depth appreciation of franchising and highlights the importance of dynamic management practices to give and maintain competitive advantage to the franchised enterprise. The module draws together the multi-disciplinary skills needed to be successful in this business sector.

The content of this module will be generated in cooperation with the British Franchise Association to ensure that it meets the strict code of ethical conduct promoted by the recognised trade body.

Assessment Criteria:

Assessment on this module is predominantly intended to demonstrate knowledge of all aspects of the subject

Please note that assessment information is subject to change.

Assessment Components

Essay 1 - Essay (2500 words)

Weighting 100%. The component receives a mark.

The word limit is 2500.

Assessment Rationale

The assessment strategy comprises a single essay assignment weighted at 100%, based on topics covered whilst the student is studying at DMU.

Reassessment Requirements

Students must pass with an overall grade of 40% For students, who fail the assessment, a resit essay will be set and will be completed within a given and specified timescale.

Learning Outcomes

- 1 - 1 Understand the true nature of business format franchising and assess what can be franchised in this manner
- 2 - 2 Compare and contrast different management theories and concepts in the role of franchisor and franchisee
- 3 - 3 Understand how to build the kind of company culture and structure to support the franchise mission and how to motivate personnel to achieve the goals.
- 4 - 4 Appreciate the importance of a strong code of ethics within the franchise industry.
- 6 - 6 Be able to cost and value the worth of a franchise opportunity and calculate the likely financial success of business opportunity.

Please note that assessment information is subject to change

Handbook Descriptor

15 credits

The module will focus on the analysis of the application of HRM practices within contemporary organisations. The module enables students to start to look critically at Human Resource Management as a body of theory and practice. Drawing on theoretical, empirical and case study material, students will explore key areas of HRM including how it is applied in the workplace and how workers, line managers and, indeed, HR professionals themselves are affected by and respond to HRM initiatives. The module will consider how a range of issues impact upon HRM including the legal framework and ethical issues. The module will consider how HRM is applied in different contexts including MNCs and SMEs.

Assessment Components

Essay 1 - Individual 2500 word essay

Weighting 100%. The component receives a mark.

The word limit is 2500.

Assessment Rationale

The assessment requires students to link the theoretical perspectives and empirical evidence considered within the module to practical examples.

An aggregated mark of 40% is required to pass the module. General credits (where appropriate) can be awarded grades between 30-39%.

Reassessment Requirements

Students who fail the module, i.e. obtain a module mark of less than 40 per cent, and who are ineligible for general credits, will be reassessed in the component(s) of assessment they have failed.

Reassessment is by means of a single piece of written work for each element failed.

Learning Outcomes

- 1 - To demonstrate an understanding of the role of HRM in contemporary organisations.
- 2 - To understand and explain the values and assumptions that underlie different approaches to HRM.
- 3 - To trace the outcomes of HRM for organizations and employees and to evaluate the benefits and tensions associated with HRM policies within organisations.
- 4 - To demonstrate the ability to offer written argument that offers a critique of contemporary HRM practices.
- 5 - To understand how HRM is applied in different organisational contexts.

Please note that assessment information is subject to change

Brands are facing challenging times - and this module's aim is to equip students with an understanding of the models and frameworks necessary for them to understand, develop and grow brands in a variety of organisational contexts.

Structured to combine new product development and innovation, and subsequent brand development, the module allows the student to develop creative thinking skills and related business acumen.

A combination of teaching and learning techniques will be utilised - including contemporary case studies, videos and role play. The theory will be explained and applied by tutors who have relevant experience managing products and brands for well-known companies.

Would you like to be equipped with the necessary skills and knowledge to develop new products, set strategies for brands and manage them? If so, then this module is for you

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

The word limit is 4500.

Assessment Rationale

The coursework allows for the development of the students' knowledge, thinking, reasoning and analytical skills. The report will require students to demonstrate that key aspects of outcomes 1-6 have been achieved.

Reassessment Requirements

There will be re-assessment of coursework 1, applying university guidelines.

Failure in the coursework component will be re-assessed by the re-working of the coursework (the report).

Learning Outcomes

- 1 - Demonstrate an appropriate level of knowledge of product development theory.
- 2 - Understand and utilise appropriate analytical tools and techniques with a view to producing sensible argumer and recommendations in various tutorial and assessment activities.
- 3 - Identify key secondary data and information (both theoretical and market-based) through literature searches, assist in market and company analyses, and to understand and appreciate the relevance of such practices to oth marketing modules and assessments.
- 4 - Demonstrate an understanding of brand strategy formulation through the application and selection of appropr marketing models, with a consideration for the macro and micro marketing environment.
- 5 - Produce effective written and oral communications demonstrating different communication approaches throug reports and oral presentations, both on an individual and, for oral presentations in tutorials, group basis.
- 6 - Demonstrate an understanding of branding theory in general and for specific companies, through case study analysis

Please note that assessment information is subject to change

Level 6 Modules

This module aims primarily to ensure that students understand the nature and meaning of corporate strategy and are able to assess the strategic position of corporations operating in complex global markets.

In the early stages, the module emphasises concepts and tools necessary for critical strategic analysis. It then focuses on specific strategic issues and challenges that affect contemporary business operations, including for example, mergers and acquisitions, strategic alliances, knowledge management. A strong focus will be placed on the management of change, organisational learning and strategy implementation.

Overall, this module focuses strongly on both formative and summative learning. Students give the opportunity to reflect on their experience to foster their critical appreciation of the discipline and evaluate its evolution in their own understanding of the topic. Their critical appreciation of strategic management will be questioned throughout the lecturing programme but also within assessed components, including the exam.

Assessment Criteria:

The module combines summative assessment (examination) and combined formative and summative assessment individual audio commentary and either individual or 'paired' written review of a pre-selected academic paper.

The individual audio commentary will be based upon a news related current case study, identifying a strategic issues (maximum 5 minute audio upload plus full transcript). This will be undertaken in the first term

The written review of an academic paper may be undertaken as either an individual or 'paired' assessment and will be to a maximum of 5 pages to be submitted in the second term.

The module will have a 3-hour final unseen examination paper, which will test students' factual knowledge, understanding and critical assessment of some of the strategic management literature. The examination paper will cover the themes introduced and discussed in lectures. It is a summative assessment which addresses learning outcomes 1&5.

Please note that assessment information is subject to change.

Assessment Components

Report 1 -

Weighting 100%. The component receives a mark.

The word limit is 2500.

Assessment Rationale

The module has a summative assessment.

The assessment will be a 2500 word report based on a strategy case study.

Reassessment Requirements

Failed students will be reassessed as follows-

Individual report - Students will be asked to rewrite and resubmit their report in accordance with the standard calendar provisions for reassessed coursework.

Note- All reassessments and resubmissions are capped at 40%

Learning Outcomes

1 - 1 Understanding and critical appraisal of strategy concepts: students can demonstrate understanding and competent use of strategic management concepts.

2 - 2 Strategic analysis: students selectively use analytical concepts and develop a well-founded strategic analysis of a company case.

3 - 3 Critical thinking and understanding of the strategic issues: students successfully engage in individual learning and strategic thinking by evaluating concepts, processes and models.

Please note that assessment information is subject to change

Handbook Descriptor

15 credits

Content: This module is designed to critically evaluate how current issues in both Economics and Politics affect business management and performance.

There is a strong initial emphasis upon analysing the causes of major world events and examining the various scenarios that these events confront business managers with. Topical areas covered in the 2011/2012 academic year were:

- The Arab Spring & its implications for international business.
- The economy of the USA, the issues of National Debt & Credit Rating as well as the relative performance of the US in relation to the BRIC countries - with specific comparative reference to China & India.
- The role of international Reserve Currencies especially in relation to the US dollar and the potential rise of the Chinese Yuan.
- International Stock Markets with a special emphasis on the role of the Speculator.
- The impact of rising world Commodity Prices on businesses emphasising the risk of Stagflation.
- The Economics of Recessions and the risk of 'Double-Dip Recessions - against the background of the European Debt Crisis.
- The Fate of the Euro.
- The advantages and disadvantages of European Union membership

The module utilises the above to set the scene for more 'general' global management issues by examining:

- The advantages & disadvantages of Globalisation as well as Multi National Companies.
- Managing Diversity in Business.
- The role of the State in Managing the Economy.
- Public/Private Partnerships.
- Economic Regulation.
- Corporate Social Responsibility.
- Business Ethics.
- Reputation Management.
- Greening Business.

Delivery: There is one two hour lecture per week with ten tutorials, one every two weeks.

Assessment: There is no group work in this module. There is an individual essay in term one worth 35% of the overall module mark. There is an individual presentation worth 25% of the overall module mark. The timing of this presentation is variable depending upon your allocated delivery week. There is a final examination worth 40% of the overall module mark. This exam is 'part-seen' in that the topic areas are released prior to the exam.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

Assessment Rationale

There is no group work in this module. The module assessment is designed to encourage students to think deeply and critically, and from a number of different perspectives. The individual written assignment enables the student to examine a topical business-related issue in depth. Students are then expected to develop greater understanding in the given areas, by continued and extensive reading using a range of sources. It is not sufficient to just rely on material given in lectures, and the student should develop their own ideas, opinions, and examples.

Reassessment Requirements

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for any resubmission is 40%. Please note: Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

- 1 - 1 Critically evaluate differing views/perspectives on current business issues and apply the appropriate theories to derive balanced and informed opinions
- 2 - 2 Carry out quality primary and secondary research as an independent learner.
- 3 - 3 Produce logical, well-presented and coherently argued analysis

Please note that assessment information is subject to change

This module builds on the International Marketing Module, so it is assumed that the student has at least a basic understanding of the subject. The module provides a more focussed look at the incentives and drives for firms to operate globally, as well as reviewing global strategies of firms.

Assessment Criteria:

The coursework elements allow for the formative development of the students' thinking, reasoning and analytical skill through various tutorial activities. Appropriate feedback will be given in the tutorials, thus allowing skills to develop and improve. These skills will feed into the summative elements of the module's assessment programme. The group presentations allow the students, among other things, to demonstrate their abilities to investigate a situation and to offer solutions, based on an application of relevant theory.

Students are given the opportunity to play the role of global marketing executives in determining, producing and defending the development of global strategy. Skills of analysis, problem solving and decision-making are emphasis throughout the module. Extensive group work requires the application of team skills and interpersonal communication.

Ongoing feedback is given at each stage of the process and thus skills are both practiced and improved through the module. This assessment format allows the students to demonstrate their abilities to investigate a situation and to offer solutions to real global marketing issues.

Please note that assessment information is subject to change.

Assessment Components

Report 1 -

Weighting 100%. The component receives a mark.

The word limit is 1500.

Assessment Rationale

The coursework elements allow for the formative development of the students' thinking, reasoning and analytical skills, through various tutorial activities. Appropriate feedback will be given in the tutorials, thus allowing skills to develop and improve. These skills will feed into the summative elements of the module's assessment programme. The group presentations allow the students, among other things, to demonstrate their abilities to investigate a situation and to offer solutions based on an application of relevant theory.

Reassessment Requirements

Students failing to achieve an aggregate grade of 40% may be re-assessed during the summer re-assessment period.

Failure in the module will be re-assessed by an individually set assignment.

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for a resubmission is 40%. Please note: Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

- 1 - 1 Defend a decision based on case material
- 2 - 2 Research and analyse global markets for opportunities

Please note that assessment information is subject to change

Handbook Descriptor

8 credits

During this module you will work towards the following learning Outcomes;

1. Evaluate selected strategic management theories in the context of modern organisations
2. Review the role of corporate, business and functional strategies in achieving organisational objectives.
3. Appraise and deploy selected analytical tools appropriate to major functional domains of an organisation with specific reference to the human factor.
4. Review and deploy significant strategic formulation tools (such as, BCG, Ansoff, Porter) within the context of a modern organisation.

The ACFI3213 module is an application module where you will use your business planning and accounting knowledge to produce a business plan and solve typical business problems in case study exercises.

This module is NOT an exemption module BUT it is very useful for anyone going on to study ACCA P3 (Business Analysis) or CIMA E3 (Enterprise Strategy).

Assessment Criteria:

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

The word limit is 3500.

Assessment Rationale

BLEX3004: Managerial Development and Control - Assignment

20 credit: Essay (3500 words including Executive Summary/Abstract)

Discuss the Rational Planning Model. Focussing on the 'POSITION' stage of the rational planning model, identify and evaluate, giving examples as appropriate, the academic models, tools and techniques developed for use in strategic planning.

Reassessment Requirements

Consistent with the component to be reassessed normally undertaken at the next assessment opportunity.

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for a resubmission is 40%. Please note: Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

- 1 - 1 Evaluate selected strategic management theories in the context of modern organisations
- 2 - 2 Review the role of corporate business and functional strategies in achieving organisational objectives
- 3 - 3 Appraise and deploy selected analytical tools appropriate to major functional domains of an organisation v specific reference to the human factor
- 4 - 4 Review and deploy significant strategic formulation tools (such as, BCG, Ansoff, Porter) with the context o modern organisation
- 5 - 5 To demonstrate the ability for the critical evaluation of theories and situations
- 6 - 6 To demonstrate the capacity for independent and self managed learning

Please note that assessment information is subject to change

This module will look at developments in international accounting.

It will look at and compare different approaches to developing accounting rules and regulations on the international stage.

It will also entail questioning the need for harmonisation and alternatives to harmonised standards.

We will look at current issues such as the EU move to international standards and the problems that economies in transition face.

This module will also look at the international practices of specific countries.

We will consider the impact of specific accounting problems such as goodwill, foreign currency and inflation and compare international practices.

Another important aspect of the module is looking at international accounting from the viewpoint of management.

The module will also examine appraisal of performance in an international context, and critically appraise the usefulness of financial accounting in a global context.

Assessment Criteria:

It is not a requirement to pass each component, but an overall mark of 40% is required for the module.

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

The word limit is 3000.

Assessment Rationale

Students must obtain 40% overall but there is no need to pass each element. The group work will test the student's ability to work as a team and to present their findings in a professional manner. The students will need to understand and critically evaluate existing systems. Both reports will test the student's ability to carry out research and to decide on relevant material to include in the reports. The phase test will test the understanding of core issues involved in looking at developments in international accounting.

Reassessment Requirements

Consistent with the component to be re-assessed normally undertaken at the next assessment opportunity.

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for a resubmission is 40%. Please note: Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

- 1 - 1 Evaluate the role of different bodies in the harmonisation process
- 2 - 2 Appreciate and evaluate influences such as political and legal systems on International Accounting Developments
- 3 - 3 Critically evaluate the role of accounting in developing countries
- 4 - 4 Critically compare and contrast the development of accounting practices in different countries and the impact this has on performance evaluation
- 5 - 5 Appraise the management process in global operations
- 6 - 6 To demonstrate the ability to present, as a member of a small group, an accounting discussion via a variety of media
- 7 - 7 To demonstrate the ability to research and select appropriate data to support an accounting discussion
- 8 - 8 To demonstrate the ability to apply number skills to support an accounting discussion

Please note that assessment information is subject to change

This module aims to introduce students to managing 'outside the box' and to understand external and internal business environments through creative perspectives. For example, it uses experiential learning such as cross-cultural negotiations, to encourage students to apply contemporary concepts of managing relationships in global industry networks.

The module uses both strategic management and strategic marketing philosophies to illuminate entrepreneurial (growth in small firms) and intrapreneurial (renewal in large organisations) behaviour, and to explore the nature of creative organisational climates.

Assessment Criteria:

The assessment strategy will entail the creation of simulated networks of small, medium and large organisations (value chains), and demonstrations via creative scenarios of entrepreneurial and intrapreneurial behaviour -

- Group-based simulation - demonstration of creative management and marketing techniques and skills developed on the module
- Individual portfolio - reflective exercise to demonstrate holistic understanding of application of creativity to business situations

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 - Individual essay 3000 words

Weighting 100%. The component receives a mark.

Assessment Rationale

An Individual reflective essay is designed for creative reflection on innovation practices students experience on the module.

Reassessment Requirements

Failure in the module requires students to re-submit an individual reflective essay.

Learning Outcomes

- 1 - 1 Demonstrate the application of creative management and marketing techniques, entrepreneurship and intrapreneurship.
- 2 - 2. Introduce students to analytical frameworks of creative management and marketing at individual, group :

Please note that assessment information is subject to change

Handbook Descriptor

15 credits

The aim of this module is to develop a critical and applied understanding of HRM's place in organising, specifically in appreciating the place of HRM in helping improve organisational performance and effectiveness. The module will cover a range of topics including the contribution of HR to performance, the place of HR in new organisational forms, HR development including management development, change and the psychology of organisations.

There is also an emphasis on developing the introduction to critical thinking given in the Level 2 module. The students are encouraged throughout to read and discuss theory, critically reflect on their explorations, draw on their own experience of work and apply it to organisational cases and examples.

Please note that assessment information is subject to change.

Assessment Components

Reflective Assignment 1 -

Weighting 100%. The component receives a mark.

Assessment Rationale

The overall rationale is to encourage the application of learning from the module. This requires students to link the theoretical perspectives considered within the module to current problems/issues faced by organisations and individuals.

Reassessment Requirements

Students who fail the module, i.e. obtain a module mark of less than 40 per cent, and who are ineligible for gener credits, will be reassessed in the component(s) of assessment they have failed. Maximum mark for referred work 40%.

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for a resubmission is 40%. Please note: Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

- 1 - 1 Ability to work effectively as an individual, part of a group or team and to acknowledge the benefits of independent learning to become a reflexive manager.
- 2 - 2 Ability to explore the contribution of HRM to organisational performance.
- 3 - 3 The development of a critical understanding of contemporary, theoretical and applied debates within the area of Human Resource Management and Organisational Behaviour (e.g. leadership, change management, trust, etc and organisational performance).
- 4 - 4 Ability to apply theoretical perspectives in order to analyse contemporary Human Resource Management issues.
- 5 - 5 Capacity to produce well-structured, critically aware, reasoned arguments and to present them effectively written and verbal form.

Please note that assessment information is subject to change

The rapid growth of the service sector in the final half of the 20th century has led many nations to move from a manufacturing based economy to a service based economy. A major impetus of this shift has been the impact of the information age and the development of computer technology and advancements in telecommunications. By the year 2005 over 90% of new jobs will be based in the service sector, a quarter of those are expected to be in just two main industries: the health industry and business services. Other areas that are expected to have large gains in employment are the retail sector, government sector, financial services sector and computer and data processing services. All these industries have one thing in common - they are service organisations. For the 21st century it is vital that the next generation of managers have the skills and depth of understanding necessary to organise, develop and make successful strategic marketing decisions that are specific to service industries. This module aims to provide students with a working knowledge of the marketing of services and an understanding of the special nature of services and the consequences to marketing mix decisions. By the end of the course students should be equipped with the ability to design and develop strategic and tactical programmes necessary in the development of current and new service products. This module will acclimatise students to the subject through formal lectures and applied case studies to develop their theoretical knowledge to practical scenarios. As this module is a specialised marketing subject students will be expected to have a broad based knowledge of marketing and may have additionally specialised in other areas of marketing.

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

Assessment Rationale

The linked DMU module will address additional issues within the time allowed, and the assessment will be individual.

Reassessment Requirements

There will be no re-assessment of coursework within term time.

Learning Outcomes

- 1 - 1 Students should be able to understand the special nature and characteristics of services and implications extended service marketing mix
- 2 - 2 Students should be able to identify the service offer and necessary management of the extended marketing mix of services
- 3 - 3 Students should be able to recognise elements of the service offer, the importance of service quality for effective services marketing mix decisions and planning

Please note that assessment information is subject to change

The Internet has been touted as a business revolution, or, at the very least, a whole new e-marketplace. This module will put it in its place, along with digital TV and 3G phones, as a new channel, and a new media.

The Internet has become an essential part of almost every company's marketing strategy, whether viewed as a market or a distribution channel. E-marketing should be grounded in the Marketing concept and has a clear impact upon a firm's Marketing Mix. It provides new and exciting ways to communicate with target audiences. It opens up new markets by doing away with the need for intermediaries and expensive shop fronts. In particular, the Internet's international reach opens up foreign markets to SMEs. The Internet has also affected global pricing and opened up pricing opportunities (for example auctions, dynamic pricing), while new e-products/services have emerged e.g. online music, social networking sites, magazine sites, text messaging services etc. One of the most important applications of E-marketing involves customer relationships management. Firms are utilizing new technologies to discover and meet the needs of demanding customers, to build relationships in order to gain a competitive advantage.

This module will familiarise students with the way the Internet, and other e-media, are used today - and with their potential. There will be an emphasis on good practice, illustrated through examples of both good and bad.

The course will be a blend of practical and academic, placing e-marketing within the traditional marketing framework and also looking at effective use of today's e-tools.

Assessment Criteria:

Coursework - Two stage report - 40%

Exam - 2 Hours Duration - 60%

Students will be assessed through group report and an individual examination. The group report covers a range of e-marketing topics allowing the application of theoretical concepts and frameworks and synthesis of knowledge and skills learnt. Students will work on a real-life situation analysing a firm's online presence and proposing an e-marketing strategy. Students will have the opportunity to discuss their coursework and receive feedback throughout the module. This reflects the student centred learning approach taken. Detailed guidelines will be provided in class by the module leader.

The individual exam aims to assess students' knowledge and understanding of a broad range of e-marketing topics covered throughout the module. It allows students to demonstrate their abilities to discuss and apply e-marketing theoretical concepts.

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

The word limit is 2500.

Assessment Rationale

Students will be assessed through an individual report. The report covers a range of e marketing topics allowing the application of theoretical concepts and frameworks and synthesis of knowledge and skills learnt. Students will work on a real-life situation analysing a firm's online presence and proposing an e marketing strategy. Students will have the opportunity to discuss their coursework and receive feedback throughout the module. This reflects the student centred learning approach taken. Detailed guidelines will be provided in class by the module leader.

Reassessment Requirements

If a student attempts but fails the first element of assessment in this module, he/she can complete an individual new assessment, without using any formally recorded reassessment credits. If the student then passes the new assessment, the mark for the element will be capped at 40%.

No other elements will be reassessed before final marks are submitted to the Assessment Board.

A student that initially fails to submit work is not entitled to this opportunity.

Learning Outcomes

- 1 - 1 Assess the issues affecting customers, intermediaries and marketers as a result of the Internet and other new technologies
- 2 - 2 Categorise a web site's evolutionary stage
- 3 - 3 Advise organisations on their e marketing strategy
- 4 - 4 Describe the opportunities and limitations of the Internet in international marketing

Please note that assessment information is subject to change

The module challenges participants to take a counter-intuitive but important step in their business education - to consider how organisations are exposed to, and deal with, crises and business interruptions. The module synthesises two essential components, each of which have underlying theory and practice - crisis management and business continuity management.

Through the duration of the module, students will immerse themselves in crisis and business continuity management theory and practice, having an opportunity to demonstrate their fomentation of knowledge and skills in critical, applied and real-time manners.

At the end of the module, students should be able to:

Identify, evidence and diagnose the impact and dynamics of business and organisational interruptions

Understand the dynamic process of crisis development and systematically analyse vulnerabilities

Identify, quantify and prioritise risks whilst recognising the limitations of risk management

Critically evaluate the content and context of business continuity plans

Demonstrate decision making skills in simulated crises situations.

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 - Students will submit an end of semester critical evaluation and reflection on the key module *Weighting 100%. The component receives a mark.*

The word limit is 2500.

Assessment Rationale

The reflective portfolio will not exceed 2500 words (excluding references and appendices).

Students will submit an end of semester critical evaluation and reflection on the key module themes and their implications in an international context. Given that this assessment will only be available to students on exchange programmes, they will be expected to synthesise their knowledge of the UK context with their home context.

Reassessment Requirements

Where this module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted under the auspices of the University's reassessment regulations. The maximum mark that can be achieved for a resubmission is 40%.

Learning Outcomes

- 1 - 1 Identify, evidence and diagnose the impact and dynamics of business and organisational interruptions
- 2 - 2 Understand the dynamic process of crisis development and systematically analyse vulnerabilities
- 3 - 3 Identify, quantify and prioritise risks whilst recognising the limitations of risk management
- 4 - 4 Critically evaluate the content and context of business continuity plans
- 5 - 5 Demonstrate decision making skills in simulated crises situations.

Please note that assessment information is subject to change

Customer Management is about:

- Finding the right customers (those with an acceptable current and future net value)
- Getting to know them (as individuals or groups)
- Growing their value (if appropriate) and
- Retaining their business in the most efficient and effective way.

Revenue comes from customers. Good customer management is essential and it is now being recognised that there is a very strong link between customer management performance and overall business performance. Doing this means understanding which customers are profitable and which are not.

Customer management involves a comprehensive understanding of customer needs as either individual customers or segments of customers. Propositions need to be developed that will match the needs of these customers and will be attractive to new customers. Customer Management Activity (CMA) is about implementing the plans to deliver the proposition across the Customer Lifecycle from initial targeting, handling enquiries through to winning back lost customers. Customers may have a good or bad experience at each life cycle stage and make comparisons between their suppliers.

CEOs should demonstrate leadership in customer management and be responsible for looking after customers as this is too important to be delegated to the marketing department. Everyone in the organisation should be customer focused when interacting with both external and internal customers. Having the right people, processes, customer information and technology helps enable good customer management. Leaving customer management to functional departments results in silo customer management, implying inefficiencies and a dysfunctional (and unfulfilling) customer experience.

The best companies no longer take an adversarial approach to managing their customers, but appreciate that success comes through developing long term relationships with customers. Highly satisfied customers tend to be more loyal and are much more profitable to the organisation. Yet very many organisations do not manage their relationship with customers effectively as the National Consumer Council explains, 'By turning consumers against them, companies neglect their own self-interest, damaging their profits and in some cases leading to their demise. We call this remarkable phenomenon 'the stupid company.'

This module develops an understanding of how an organisation can avoid becoming a 'stupid company' by developing and implementing effective Customer Management.

Some quotes

De Montfort University is one of the few Universities that teach Customer Management (sometimes known as Customer Relationship management, or CRM) as part of its undergraduate marketing programme. Customer management is now central to the way many industries - such as financial services, utilities, telecommunications, retailing, travel and many business to business sectors - do their marketing, and it is an important aspect of public sector communications with citizens. Most universities do not even have lecturers with real experience of researching or consulting in this area.

Professor Merlin Stone

According to Francis Buttle, 'CRM may have become one of the Top 10 tools used by managers, according to a recent Bain and Co. global survey, but that cuts no ice with our higher education institutions. We are still producing streams of graduates and post-graduates who have little or no knowledge or understanding of CRM. Not only do they not know why it is important, but also they don't even know what it is. Indeed, they might join the world of business without even hearing the expression, 'customer relationship management.'

Of course, there are a few noble and notable exceptions that only go to prove the rule'. DMU is one of them.

Please note that assessment information is subject to change.

Assessment Components

Other Coursework 1 -

Weighting 100%. The component receives a mark.

Assessment Rationale

The coursework elements allow for the formative development of the students' analytical skills by using a staged business report. There is feedback at each stage and thus skills are both practiced and improved through the module.

This format allows the students to demonstrate their abilities to investigate a situation and to offer solutions to real marketing problems.

Reassessment Requirements

Students failing to achieve an aggregate grade of 40% across the various assessed components may be re-assessed during the summer re-assessment period.

Failure in the exam component will be re-assessed by another examination.

Failure in the coursework component will be re-assessed by an individually set assignment.

Where the first assignment on a module is completed yet fails to achieve a mark of 40% then that assignment can be resubmitted without loss of a formal reassessment attempt. The maximum mark that can be achieved for a resubmission is 40%. Please note: Students MUST have attempted the assignment in order to benefit from in-course recovery.

Learning Outcomes

- 1 - 1 Assess organisational competence and weaknesses in customer management performance.
- 2 - 2 Make recommendations on how an organisation can improve its CM performance and profitability.
- 3 - 3 Appreciate the impact of customer acquisition, retention, development and cost to serve on business profitability.
- 4 - 4 Understand the importance of customer data in management decision making.

Please note that assessment information is subject to change