

**Level 7**  
**Diploma in Executive Management**



**EBMA**

EDUCATION FOR BUSINESS MANAGERS AND ADMINISTRATORS

**Qualification Specification**

## COURSE STRUCTURE

The overall structure of the course is based on 8 mandatory modules that cover a number of topics relating to learning outcomes. Each unit has 15 credits. Learners will be invited to attend lectures and workshops that will introduce the subject matter.

Learners must complete all units successfully and achieve 120 credits before the Diploma can be issued. Total Qualification Time (TQT) to complete the full qualification is 1200 hours. While, Guided Learning Hours (GLH) refers to the amount of study undertaken by learners under the direction of their tutors and it includes tutorials, seminars, workshops, directed research, project or assignment.

It is expected that a learner will need to complete following TQT against each unit to complete the full Level 7 Diploma in Executive Management.

<b>Unit Code</b>	<b>Unit Title (Select only Eight Units)</b>	<b>TQT</b>	<b>Credits</b>
M/506/9074	Strategic Marketing	150	15
A/507/8098	Corporate Finance and Financial Strategy	150	15
T/507/8097	Corporate Strategy	150	15
T/507/8102	Operations, Quality and Supply Chain Management	150	15
F/507/8099	Human Resource Practice, Leadership and Managing People	150	15
M/507/8101	Research, Problem Solving and Business Reporting	150	15
K/507/8100	Global Trade and its impact on Strategy	150	15
A/507/8103	Project Management	150	15

## Unit 01: Strategic Marketing

**Unit Aim** The unit will investigate underlying models, techniques and theories that underpin marketing and can contribute to strategic objectives. It will also provide learners with a critical understanding of the marketing function within complex organisations.

**Level** 7      **Credit Value** 15  
**TQT** 150      **Unit Number** M/506/9074

**Learning Outcomes**      **Assessment Criteria**

**The learner will**      **The learner can**

- |  |  |
|--|--|
| 1. Be able to investigate control mechanism in an organisation operating globally. | 1.1. Critically evaluate how marketing technique and tools can support the strategy of an organisation and how this impacts on the marketing plan.<br>1.2. Determine marketing methodologies and approaches that contribute to a marketing plan within complex organisations.<br>1.3. Address risk associated with the marketing plan. |
| 2. Be able to produce a strategic marketing plan                                   | 2.1. Critically analyse the components of a marketing plan and the levels of importance of each component to the achievement of strategic objectives.<br>2.2. Address mitigation strategies for high risk components of the plan.<br>2.3. Develop a marketing plan that will achieve strategic objectives for a complex organisation.  |
| 3. Be able to promote the marketing plan in support of strategic objectives        | 3.1. Discuss how the plan supports strategic objectives.<br>3.2. Develop an approach to gain agreement for the marketing plan that will change organisation actions and methods to achieve strategic objectives.<br>3.3. Critically evaluate and provide review measures for the agreed plan.  |

### Recommended Reading

#### Textbooks

Hollensen, S. (2010) Global Marketing, A Decision-Oriented Approach, 5th Ed.

Kotabe, M., and Helsen K. (2010) Global Marketing Management, 5th Ed

Usinier, J, C, and Lee, J. A. (2009) Marketing Across Cultures 5th Ed

#### Journals

European Journal of Marketing

International Marketing Review

Journal of International Marketing

## Unit 02: Corporate Finance and Financial Strategy

<b>Unit Aim</b>	This unit addresses the issues around making investment decisions and corporate finance at the global level. It highlights strategic approaches, risk and needs for maintaining working capital. The unit explores different capital structures, foreign exchange options and corporate finance, restructuring. Learners will be expected to use case study material to explore these issues and be able to manipulate financial information.	
<b>Level</b>	7	<b>Credit Value</b> 15
<b>TQT</b>	150	<b>Unit Number</b> A/507/8098
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
<b>The learner will</b>	<b>The learner can</b>	
1. Be able to contrast investment strategies and determine the factors that affect investment decision making in organisations	1.1 Understand and critically assess the organisational and operational factors that affect investment decisions. 1.2 Critically evaluate how corporate strategy can determine investment decisions. 1.3 Apply a range of models that can influence investment strategy and decisions.	
2. Be able to evaluate and appraise the financial strategies of different organisations	2.1. Critically understand the financial strategies of a range of different organisations across different business sectors. 2.2. Use case study information to evaluate the financial strategies of organisations in at least two different business sectors. 2.3. Critically appraise the financial strategies of governmental, charitable and private sector organisations.	
3. Analyse the impact of foreign exchange risk on organisations	3.1. Explain how the foreign exchange market works and how it can influence business and organisational decisions. 3.2. Understand the risks involved with foreign exchange and critically assess potential impacts on a range of different organisations in different sectors. 3.3. Critically assess whether foreign exchange markets can be a viable method for financing corporate restructuring.	
4. Identify and critique systems employed to plan and control working capital	4.1. Evaluate the importance of working capital to organisations and understand the systems and methods used to manage working capital. 4.2. Identify the risks where working capital management is not applied and the reasons why systems to monitor working capital management fail. 4.3. Critique the systems and methods used to plan working capital.	

5. Be able to assess and decide upon appropriate strategies for restructuring
- 5.1. Critically assess the finance options available to corporations when looking to re-structure their business including merger and acquisition strategies.
  - 5.2. Identify the risks involved in pursuing different financial options in pursuit of corporate re-structuring.
  - 5.3. Critique the success of a range of organisations that have pursued different re-structuring options.

### **Teaching Methods**

The course will involve a range of pedagogical styles. Each topic will be introduced with a lecture. Small group activities will be used to engage students with the subject material and their peers to provide a deep learning experience.

### **Recommended Reading**

Watson, D. and Head, A. (latest edition) *Corporate Finance, Principles and Practice* Harlow: FT Prentice Hall

Arnold, G (latest edition) *Corporate Financial Management* Harlow: FT Prentice Hall

Madura, J. and Fox, R. (latest edition) *International Financial Management* London: Thomson

#### Journals

International Research Journal of Finance and Economics

(<http://www.internationalresearchjournaloffinanceandconomics.com/>)

Wall Street Journal

Journal of Banking & Finance

#### Websites

[www.bbc.co.uk/news](http://www.bbc.co.uk/news)

[www.ft.com](http://www.ft.com)

[www.reuters.com](http://www.reuters.com)

## Unit 03: Corporate Strategy

<b>Unit Aim</b>	<p>This unit is aimed at developing learners' critical analysis of corporate strategy and the role of supply chains in a global context. It explores how functional strategies are integrated and the relationship between strategy and organisation. It also requires learners to demonstrate professional skills that enable effective business management at the strategic level.</p> <p>The unit will examine theoretical and conceptual frameworks and their use in evaluating and recommending practical applications in business areas such as market entry, internationalisation, global sourcing, globalisation, alliances and corporate growth.</p>	
<b>Level</b>	7	<b>Credit Value</b> 15
<b>TQT</b>	150	<b>Unit Number</b> T/507/8097
<b>Learning Outcomes</b>	<b>Assessment Criteria</b>	
<b>The learner will</b>	<b>The learner can</b>	
1. Be able to evaluate strategy in the global corporate context and apply different concepts and approaches; and address ethical considerations	<p>1.1. Critically analyse strategic theories and models.</p> <p>1.2. Assess and determine how successful different strategies are when applied in the global marketplace.</p> <p>1.3. Evaluate how individual and organisational ethics, also global ethical issues can impact corporate strategy.</p>	
2. Be able to critically assess the role played by global supply chains in organisations	<p>2.1. Critically analyse supply chain methods, models and theories.</p> <p>2.2. Critically assess the role of global supply chains in organisations.</p> <p>2.3. Identify the factors that can affect global supply chains and how they can impact on corporate strategy, and any mitigating actions organisations can take to reduce any negative impacts.</p>	
3. Be able to evaluate strategies in a range of areas	<p>3.1. Evaluate how corporate strategy can be applied in a range of organisation functions.</p> <p>3.2. Critically assess how corporate strategy can be successfully integrated into organisations.</p> <p>3.3. Discuss how different organisation functions can affect the success of corporate strategy across the organisation.</p>	
4. Be able to demonstrate a range of professional skills including critical thinking, negotiation skills,	<p>4.1. Evaluate personal skills against the skill set needed to operate effectively in a global organisation at strategic level.</p> <p>4.2. Understand and make use of theory, relevant techniques and practices that enables learners to develop their individual skill set.</p> <p>4.3 Provide personal examples where a range of professional skills where demonstrated.</p> <p>4.4 Communicate effectively with fellow professionals and competently present</p>	

leadership and  
team work, and  
communication  
skills

ideas and proposals.

### **Required Reading**

#### Textbooks

Harrison, A and van Hoek, R. (2008), Logistics Management and Strategy: Competing through the Supply Chain (3<sup>rd</sup> edition)

Johnson, G. Scholes, K. and Whittington, R., 2008, Exploring Corporate Strategy (8<sup>th</sup> edition)

Lasserre, P., 2003, Global Strategic Management

#### Journals

The Strategic Management Journal

Journal of Supply Chain Management

Harvard Business Review

#### Websites

Cranfield Research papers

McKinsey Quarterly

## Unit 04: Operations, Quality and Supply Chain Management

**Unit Aim** The unit considers operations management and its contribution in supporting business objectives. It addresses quality and supply chain issues and how different organisations and industries make use of different systems, techniques and methods. Learners will be able to evaluate alternative operations management strategies to support business performance.

**Level** 7      **Credit Value** 15  
**TQT** 150      **Unit Number** T/507/8102

**Learning Outcomes**      **Assessment Criteria**  
**The learner will**      **The learner can**

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|---|--|
| 1. Be able to assess the contribution of operations management in organisations and how it supports business objectives     | 1.1. Critically evaluate the business operations of a number of organisations in different industry sectors.<br>1.2. Critically analyse how process and lean techniques and methods can contribute to effective operations.<br>1.3. Explore the role of customer service in organisations and how this can impact operations.  |
| 2. Be able to evaluate the role and contribution of quality models, systems and standards to modern day business operations | 2.1. Critically evaluate a range of quality models, systems and standards.<br>2.2. Explore the use of quality models and systems in different companies across a range of industry sectors.<br>2.3. Identify the pros and cons, and relevance of using quality models and systems in modern day business operations.   |
| 3. Be able to evaluate the contribution of suppliers and supply chains on effective operations                              | 3.1. Critically evaluate supply chain theories and models and explore the use of supply chain management in different companies across a range of industry sectors.<br>3.2. Review how logistics impacts upon supply chain management.<br>3.3. Identify the main requirements of supplier contracts, the risks involved and mitigating strategies for organisations when securing effective contracts. |

### Suggested Resources

Textbooks

Slack et al., (2012), Operations & Process Management: Principles & Practice for Strategic Impact

Slack et al., (2010), Operations Management

Harrison and Hoek, (2008) Logistics management and Strategy

Turner C & Martin J, (2010) Contract Law

#### Journals

International Journal of Operations and Production Management

Institute of Operations management: Control

Manufacturing and Service Operations management

#### Websites

Operations management Library [http://www.managementhelp.org/ops\\_mgnt.htm](http://www.managementhelp.org/ops_mgnt.htm)

Institute of Operations Research and the Management Science <http://www.informs.org>

Production and Operations Management Society <http://poms.org>

AFEA@ASEAN

## Unit 05: Human Resource Practice, Leadership and Managing People

**Unit Aim** The aim of this unit is to critique the skills, value and contribution of human resource management and development practitioners, and leaders for the effective operation of organisations. Learners will gain insight into HR and leadership practices and techniques and examine relevant theory. The need for expertise and professionalism amongst HR practitioners and how ethics and culture in organisations might be affected is also considered. The unit requires learners to be aware of contemporary research, debate and thinking on HR and leadership.

**Level** 7 **Credit Value** 15  
**TQT** 150 **Unit Number** F/507/8099

**Learning Outcomes** **Assessment Criteria**

**The learner will** **The learner can**

1. Be able to review and critically evaluate contemporary research and debate in human resource management and development

1.1. Critique contemporary approaches to human resource management and development.  
 1.2. Identify research evidence on employment and effective approaches to human resource management, learning and development practice and critically evaluate how the research evidence has affected management thinking and practice.  
 1.3. Identify people management practices that have changed as a result of research evidence and led to positive organisational outcomes, citing real examples.

Be able to critically evaluate theory and practice relating to motivation, commitment and employee engagement within organisations

2.1. Critically evaluate the main theories on motivation, commitment and employee engagement and their relevance in con-temporary organisations.  
 2.2. Illustrate how management practice has used, adapted or developed theoretical models using examples in real organisations  
 2.3. Justify how employee engagement is a positive factor in organisational health terms and provide real examples of this for a range of different organisations.

3. Be able to critically assess the role and characteristics of effective leadership, and their development

3.1. Evaluate contemporary thinking about what makes a leader.  
 3.2. Critically evaluate the role of leadership in organisations and characteristics of effective leaders.  
 3.3. Identify relevant and suitable leadership development activities and experiences.

4. Be able to critically discuss the role
- 4.1. Critique the role of HR management and development in organizations and how HR and other managers can productively work together.
  - 4.2 Discuss the need for professional and qualified HR practitioners in organizations.
  - 4.3 Critically evaluate how ethics and organizational culture can be influenced by HR practices.

### **Suggested Resources**

#### Textbooks

Adams, (2007), *Managing People in Organisations: Contemporary theory and practice*

Hughes, (2006), *Change Management: A critical perspective*

Rees and French, 2010, *Leading, Managing and Developing People*. 3<sup>rd</sup> edition.

#### Journals

Harvard Business Review

Human Resource Management Journal

People Management

#### Websites

ACAS

CIPD

Department for Business Innovation and Skills

## Unit 06: Research, Problem Solving and Business Reporting

**Unit Aim** The unit will develop learners' use and understanding of research methods and using research evidence. It will review relevant methods and theory connected with identifying and solving business problems as well as exploring the use of decision making tools. Learners will be expected to develop and show competence in their business writing too by presenting reports that make use of relevant research evidence to support their propositions and recommendations.

**Level** 7      **Credit Value** 15  
**TQT** 150      **Unit Number** M/507/8101

**Learning Outcomes**      **Assessment Criteria**

**The learner will**      **The learner can**

1. Critically evaluate business problems and make use of relevant methods and theory to analyse problems and make appropriate decisions

1.1. Critically analyse strategic and operational strengths and weaknesses for different organisations in a range of sectors.  
 1.2. Critically examine problem structuring methods and apply problem analysis methods and theory to specific business issues and comment on their relevance and usability.  
 1.3. Critically examine relevant decision-making tools that can be applied to business problems and comment on their relevance and usability.

2. Be able to understand and apply different research methods that can provide realistic and applicable outcomes

2.1. Make use of research evidence, big data, data analytics and pattern recognition to support business propositions and recommendations.  
 2.2. Critically identify the requirements of an effective report and the factors that make it compelling for senior and strategic management.  
 2.3. Produce effective reports that articulate business problems, point to relevant re-search evidence and provide recommendations.

3. Develop and present persuasive reports on business issues making use of research evidence

3.1. Perform literature review.  
 3.2. Create a sample of data from the findings.  
 3.3. Apply the suitable methods and statistical techniques to analyse data.  
 3.4. Present data and information from findings in suitable format to produce results.  
 3.5. Draw conclusions and recommendations from research findings

### Suggested Resources

Textbooks

Cameron, S, and Price, D., (2009) Business Methods. A practical Approach

Saunders et al (2010) Research Methods for Business Students. (Latest Edition)

## Unit 07: Global Trade and its impact on Strategy

**Unit Aim** The unit looks at contemporary trade and trade issues as they affect organisations. It examines the impact of globalisation, the internet, politics and ethics on business behaviour and business success.

**Level** 7 **Credit Value** 15

**TQT** 150 **Unit Number** K/507/8100

**Learning** **Assessment Criteria**

**Outcomes** **The learner can**

**The learner will**

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|---|---|
| 1. Be able to analyse the impact of globalisation on business, business behaviour and strategy                              | 1.1. Assess how organisational behaviour can be affected by changes in international trade and globalisation of business.<br>1.2. Identify measures and economic groups that aim to restrict trade and evaluate how successful they are.<br>1.3. Critically evaluate how international trade relations and regulation affects the supply of materials, labour, products and services in different industries.   |
| 2. Be able to critically evaluate how the internet, politics and ethics has affected trade, business behaviour and strategy | 2.1. Discuss how the internet has changed global trade and critique how it has affected different industry sectors and individual companies using case study evidence.<br>2.2. Discuss how global brands and other companies have been affected by the politicization of issues and ethical considerations.<br>2.3. Identify policies and ways of working that companies use to protect themselves against shifts in trade, national or inter-national barriers and policy that restrict trade. |

### Suggested Resources

#### Textbooks

Gerber, J., (2011) International Economics

Salvatore, D (2007) International Economics

Krugman, p., and Obstfeld, M., (2005) International Economics

#### Journals

The Economist

International Trade Journal

## Unit 08: Project Management

**Unit Aim** The unit will support learners in their appreciation of project management methods, techniques and tools. It will consider human, financial and other matters in project feasibility and how people, teams and risk is factored into project initiation and delivery.

**Level** 7      **Credit Value** 15  
**TQT** 150      **Unit Number** A/507/8103

**Learning Outcomes**      **Assessment Criteria**

**The learner will**      **The learner can**

1. Be able to review and analyse project management disciplines and their effectiveness for organisations

1.1. Critically evaluate project management methods, models and underpinning theories.  
1.2. Assess the value of project planning methods, individual plans and project management processes for a range of different organisations and business objectives  
1.3. Identify how risk is managed in projects and illustrate how risk can be mitigated in global, complex or sensitive projects.

2. Be able to review project feasibility methods, the role of people and teams in projects and the use of project software

2.1. Critically review how project feasibility can be assessed for individual projects.  
2.2. Critically evaluate the role and choice of individuals and teams in project development and project delivery.  
2.3. Evaluate the uses and effectiveness of different project management software.

### Suggested Resources

Textbooks

Maylor, H., (2010) Project Management

Pinto, J., (2009) Project Management: Achieving Competitive Advantage

Journals

International Journal of Project management

Project Management Journal

Project Management Today

Websites

APMG International & OGC

AEA@ASEAN