



MASTER OF BUSINESS ADMINISTRATION

COURSE SPECIFICATIONS



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1.0 ATHENA GLOBAL EDUCATION

Athena Global Education (AGE) 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 (AGE) 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 to 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.

2.0 GUGLIELMO MARCONI UNIVERSITY

Guglielmo Marconi University (GMU) is based in Rome, Italy and recognised by the Ministerial Decree of March 1, 2004. GMU's main campuses are based in Rome, and are located around Prati and Vatican neighborhoods. Currently, GMU has more than 16,000 students enrolled in graduate and postgraduate programs, 300 faculty members and a team of 200 expert advisors.

The central administrative offices, studios, academic departments and the majority of the university facilities are situated on the main campus. GMU distinguishes itself by the operational blended format that implements both online and traditional academic programs. This format provides students with a valuable experience both online and offline, by preserving face-to-face interactions with professors, seminars and lessons within the athenaeum, and by granting access to intranet and institutional resources.

Since 1999 Italian Universities abided to the 'Bologna Process', launched with the Bologna Declaration of 1999 and defined by the European Higher Education Area (EHEA). In relation to this reform, the university is system organized in 3 cycles: Bachelor Degree, Master degree and Doctorates in different schools.



3.0 MASTER OF BUSINESS ADMINISTRATION

This MBA program is designed in partnership with Guglielmo Marconi University, Italy and is specifically aimed at working professionals who wish to take on leadership roles in their organisation. The programme is delivered through our online platform, which provides learners with the flexibility to decide their learning schedule based on work and family commitments.

This course covers key disciplines such as sustainability, management, marketing, research, operations and strategy, through which learners will gain the skills and knowledge needed to manage across departments, markets and entire organizations in the global context. This MBA program is structured to satisfy the needs of international business markets and will also enable learners to network with other learners from across the globe. This qualification is delivered and assessed in English language and the course is offered through the self-learning platform at www.athena.edu

On successful completion of the online program, learners will be awarded the Master's Degree issued by Guglielmo Marconi University, Italy

This specification contains the details of all courses that constitute the full qualification and its associated guidance

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

3.1 AIM OF THE COURSE

This MBA provides transferable skills to develop leaders 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 wide 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 leadership, organisational behavior and strategy
- ▶ the skills required to solve problems in a business environment
- ▶ the readiness to manage organizations on a scientific basis and to hold leading managerial positions
- ▶ an understanding of business culture and responsibilities in 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

3.2 GRADING STRUCTURE

The following grading criteria will be applicable for Master of Business Administration

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

3.3 ENROLMENT AND EQUAL OPPORTUNITY

Athena Global Education confirms its 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. We have implemented an adequate and transparent system in place, in order to ensure that equal opportunity is given to all prospective learners of the course.

3.4 ACCESS AND RECRUITMENT

Our policy with regard to access to our programs 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

We follow ethical practices in our communication and business with all our partners. This will include ensuring that all learners are given accurate information and advice about the program. We have deployed appropriate systems to assess a learner's suitability for a program and make a professional judgment about their ability to successfully achieve the designated qualification. This assessment takes into account any support available to the learner within the system during the course of study and any support that may be required to allow the learner to access the evaluations for the units within the program.

3.5 ACCESS ARRANGEMENTS AND SPECIAL CONSIDERATIONS

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

3.6 ADMISSION REQUIREMENTS

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

- ▶ A Bachelor's degree in any discipline
- ▶ Proficiency in English language equivalent to IELTS 5.5 or more
- ▶ The learners without bachelor's degree will be considered subject to having minimum three years of managerial/supervisory experience

3.7 GUIDANCE ON ASSESSMENT

For this qualification, all the assessments are 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 as per the standards set by the assessment criteria for that unit.

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.

3.8 METHODS OF ASSESSMENT

We 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.

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 is exhaustive but gives examples of some creative assessment methods that could be adopted.

4.0 MODULES AND COMBINATIONS

To be awarded the Master of Business Administration, the learners are required to complete all the following modules.

Module Name	Module type	Credits
International Human Resource Management	CORE	6
Operations and Project Management	CORE	6
Strategic Management	CORE	6
International Marketing Management	CORE	6
Introduction to Analytics for Business	CORE	6
Sustainability and Business	CORE	6
Supply Chain and logistics management	CORE	6
Research Methods and Dissertation	CORE	18

4.1 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Module code : GM701

Level of study : Postgraduate

Credits : 6 ECTS

Module Description

The objective of this module is to make students understand human resource management, and equip them with knowledge, skill and competencies to manage people along with material, information, capital and knowledge asset in the organization, to equip the students in formulating their own managerial and leadership, style, their assumptions and belief about 'people' and their behaviours in an organization. Given the state of competition and globalization, business environments are getting volatile and managing Human Resources is a challenge faced by present-day organizations in both domestic and global scenario.

This module helps students relate HRM practices in globalized context, its significance, scope and practices in relation to International Human Resource Management.

Learning Outcomes

LO1.Critically review and analyse the importance of HRM and its practices in an organisation, and how it can be linked with organisational behaviour activities in overcoming business issues and challenges for a better performance of the organisation.

LO2. Critically review and analyse the framework of leadership and consider the nature, strengths and weaknesses of the various approaches: traits; functional; behavioural; style; contingency. The continuum of leadership behaviour should be explored in some depth with consideration of the factors determining the chosen leadership style.

LO3. Discuss the concept of organisational behaviour and its interface with management. Review and critically synthesize the various influences on behaviour in organisations and the interface with management in integrating and balancing these.

LO4. Asses the role of IHRM and its impact on global organisation. Identify some of the key HRM challenges facing organisations working internationally. Discuss the prevalent HRM practices and integrating the best practices in global organisation.

Content Covered

- ▶ Introduction to Human Resource Management
- ▶ Personnel Management
- ▶ Evolution and history of HRM
- ▶ International Human Resource Management
- ▶ Globalization and competition trends, International trends in the work force
- ▶ International Recruitment and Selection: Recruitment – Sources of Recruitment, Recruitment Policy, Selection Process
- ▶ Leadership Theories and Practices in a Global Context: Leaders and Managers
- ▶ Leadership role and its contributions in providing directions to the realization of the Organizational Objectives
- ▶ Leadership Theories – Charismatic Theory, Situational Theory, Contingency Theory, Transactional Theory, Transformation Theory
- ▶ Behavioural Dimensions of IHRM: Understanding Personality, Attitude, behaviour to manage the Human Resources effectively in a multi-cultural environment
- ▶ Understanding Labour Law practices and workplace issues: Multi-national companies and their approaches to industrial relations
- ▶ Legislation and the International Workforce. Employment and labour Laws: An international perspective

Assessment

- ▶ Assessment 1: Coursework (weightage 100%, Approximate 3000 Words)

Indicative Resources

- ▶ Briscoe, D., Tarique, I. and Schuler, R., 2012. *International human resource management: Policies and practices for multinational enterprises*. Routledge.
- ▶ Taylor, S., Beechler, S. and Napier, N., 1996. Toward an integrative model of strategic international human resource management. *Academy of Management review*, 21(4), pp.959-985.

- ▶ Scullion, H., 2001. International human resource management. In *Human resource management: A critical text*.
- ▶ Harzing, A.W. and Pinnington, A. eds., 2010. *International human resource management*. Sage.
- ▶ Buckley, M.R., Wheeler, A.R., Baur, J.E. and Halbesleben, J.R. eds., 2019. *Research in personnel and human resources management*. Emerald Publishing Limited.
- ▶ Kamoche, K.N., 2019. *Sociological paradigms and human resources: An African context*. Routledge.
- ▶ Stewart, G.L. and Brown, K.G., 2019. *Human resource management*. Wiley.
- ▶ Thite, M. ed., 2019. *e-HRM: digital approaches, directions & applications*. Routledge.

4.2 OPERATIONS AND PROJECT MANAGEMENT

Module code : GM702

Level of study : Postgraduate

Credits : 6 ECTS

Module Description

The module is designed to help students understand the strategic role of operations management and its competitive advantage for organizational survival. It brings out the relationships between the operations function and other functional areas of a business such as marketing, finance, and information systems and how they can work together to achieve the business strategy.

Learning Outcomes

LO1. Know the various tools, techniques and apply suitable tools and techniques in different alternative scenarios of Operations Management.

LO2. Apply information management techniques and evaluate them in context of operational functions to achieve competitive advantage and make the organization globally competitive.

LO3. Apply and critically evaluate the importance of project management to given business situations (Using PERT / CPM).

LO4. Demonstrate operations strategy in domestic and global context and evaluate how the use of technology has impacted the operational functions.

Content Covered

- ▶ Understanding OM: Evolution of OM
- ▶ Introduction to OM
- ▶ Role and Scope of Operations Management to Business
- ▶ Tools and techniques in OM
- ▶ Planning, Forecasting, Scheduling, Cause and Effect Diagram
- ▶ Gaining competitive advantage through Information management
- ▶ Need and benefits of Information System in OM
- ▶ Value adding role of IT to Operations

- ▶ Concept and role of ERP and SAP in OM, Integrating IT into Manufacturing and Services
- ▶ POMS (Production and Operations Management Systems)
- ▶ Identifying and implementing operations strategy in domestic and global context
- ▶ Competitive Priorities, Strategy and Operations Strategy
- ▶ Building required capabilities into the OM strategy to be competitive
- ▶ Operations Strategy as a competitive Weapon, Hayes and Wheelwright's Four Stage Model for Operations Strategy
- ▶ Link between Corporate Strategy, Business and Operations Strategy

Assessment

- ▶ Assessment 1: Coursework (weightage 100%, Approximate 3000 Words)

Indicative Resources

- ▶ Operations management by Nigel Slack, Stuart Chambers, Robert Johnston, Sixth Edition, Prentice Hall.
- ▶ Operations Management by Nigel Slack, AliStair Brandon Jones, Robert Johnston, Seventh Edition, Pearson.
- ▶ Operations Management by Jay Heizer and Barry Render
- ▶ Krajewski LJ and Ritzmen LP, Operations Management: Strategy and Analysis, Pearson Edition, India, 2009.
- ▶ Chase RB, Jacobs FR and Aquilano NJ, Operations Management for Competitive Advantage, TMH, 2010.
- ▶ Gaither N and G Frazier, Operations Management, Thomson Asia Pvt. Ltd., Singapore, 2010.
- ▶ David Olsen, Managerial Issues of Enterprise Resource Planning Systems, McGraw Hill, 2003
- ▶ Alexis Leon, ERP, McGraw Hill, 2011.
- ▶ Cleland, Gray and Laudon, Project Management, TMH (SIE), 2009.
- ▶ Jack R. Meredith, Mantel, Project Management - A Managerial Approach, John Wiley, 2009.
- ▶ Bester field DH, et al, Total Quality Management, Pearson Edition, Asia, New Delhi, 2009.
- ▶ John Bank, The Essence of Total Quality Management, PHI, New Delhi, 2010.

4.3 STRATEGIC MANAGEMENT

Module code : GM705

Level of study : Postgraduate

Credits : 6 ECTS

Module Description

This module is designed to help students understand and evaluate various aspects of Strategic Management in a global context. The module explores theories, models and frameworks to provide insight on how an organization's life cycle evolves through various stages to achieve excellence. The module helps students to evaluate the relationship between organizational strategies, performance and stakeholder expectations.

Learning Outcomes

LO1. Analyse the concepts and theories of strategic management and critically evaluate the relationship between strategy, stakeholder expectations and organizational performance.

LO2. Evaluate the impact of current and emerging Economic, Political and Cultural factors on strategic management in an International context.

LO3. Formulate business strategies under challenging circumstances of Innovation and Change and evaluate those that contribute to the success of a particular organization.

LO4. Develop plans for the implementation of business strategies and enhance Stakeholder Expectations.

Content Covered

- ▶ Introduction to Strategic Management
- ▶ Organization design and effectiveness
- ▶ Porter's competitive strategies
- ▶ Mile's and Snow's Strategy Typology
- ▶ External Environment
- ▶ Introduction, the organization environment
- ▶ the task environment
- ▶ framework for assessing environmental uncertainty
- ▶ organizational strategies for controlling external environment
- ▶ environmental characteristics and organizational actions
- ▶ Inter-organizational Relationships
- ▶ Organizational Ecosystems
- ▶ Strategies for Survival
- ▶ Institutional view and Organizational Design
- ▶ Design Organizations for International Environment
- ▶ Strategy, Technology and Performance
- ▶ Organizational Life Cycle
- ▶ Innovation and Change
- ▶ Strategic Role and Types of Change
- ▶ Decision Making Processes
- ▶ Conflict, Power and Change
- ▶ Woodward's Classification Based on System of Production

Indicative Assessment

- ▶ Assessment Task 1: Strategic Management Project (weightage 100%, Approximate 3000 Words)

Indicative Resources

- ▶ Daft, R. L. (2016) Organization Theory and Design. 12th ed. Mason, OH: Cengage Learning

- ▶ Koontz Harold and Weihrich Heinz, (2001), Management: A Global Perspective, Tata McGraw Hills Publishing Co. Ltd., 10th Edition,
- ▶ Hill Charles W L (2003) International Business: Competing in Global Marketplace, Tata McGraw Hills Publishing Co. Ltd.
- ▶ Daniels John D., Radebaugh Lee H., Sullivan Daniel P., (2002), Globalization and Business, Prentice Hall

- ▶ Daily Newspaper: Business Standard, Economic Times, Business Line, The Financial Express
- ▶ Periodicals: The Week, Economist, Forbes, Fortune, Business World, Business Week
- ▶ Daniels .J 2004, International Business- Environment and Operations, Pearson education, India
- ▶ Hill. Charles 2005, International Business- Competing, Tata McGraw- Hill, India

4.4 INTERNATIONAL MARKETING MANAGEMENT

Module code : GM704

Level of study : Postgraduate

Credits : 6 ECTS

Module Description

This module demonstrates 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.

Learning Outcomes

LO1. Analyse the changing business environment(s) globally and how they pose challenges to marketing management functions in organisations.

LO2. Develop marketing plans with application of appropriate marketing models, tools and techniques.

LO3. Evaluate the processes involved in brand management and how they influence consumer behaviour.

LO4. Decide how to launch new products/services in a dynamic global marketplace.

- ▶ Introduction to global environment
- ▶ Introduction to marketing
- ▶ Marketing process
- ▶ International entry modes
- ▶ Scope of marketing
- ▶ Marketing mix
- ▶ Market segmentation
- ▶ SWOT analysis
- ▶ PESTEL analysis
- ▶ Ansoff Matrix
- ▶ BCG matrix
- ▶ Porters five forces
- ▶ Marketing communications
- ▶ Consumer decision making process
- ▶ Product life cycle strategies
- ▶ New product development process
- ▶ Customer needs
- ▶ Distribution strategy
- ▶ Pricing approaches and objectives

Indicative Assessment

- ▶ Assessment 1: Coursework (weightage 100%, Approximate 3000 Words)

Indicative Resources

- ▶ Onkvisit, S. and Shaw, J., 2009. *International marketing: strategy and theory*. Routledge.
- ▶ Kotler, P., Keller, K.L., Ang, S.H., Tan, C.T. and Leong, S.M., 2018. *Marketing management: an Asian perspective*. Pearson.
- ▶ Keegan, W.J., 2017. *Global marketing management*. Pearson India.
- ▶ Morgan, N.A., Feng, H. and Whitler, K.A., 2018. Marketing capabilities in international marketing. *Journal of International Marketing*, 26(1), pp.61-95.
- ▶ Samiee, S., 2020. International marketing and the internet: a research overview and the path forward. *International Marketing Review*.
- ▶ Haider, A.A., Zafar, A., Khalid, A., Majid, A., Abdullah, M.A. and Sarwar, M.B., 2017. Marketing Management. *Head, B*, p.22.
- ▶ Chernev, A., 2018. *Strategic marketing management*. Cerebellum Press.

4.5 INTRODUCTION TO ANALYTICS FOR BUSINESS

Module code : GM716
Level of study : Postgraduate
Credits : 6 ECTS

Module Description

Business analytics has grown to be a key topic in business management domain and there is a need for stronger quantitative skills and understanding of fundamental concepts. This module helps the learners to combine data, information technology, statistical analysis and quantitative methods. The module facilitates a better understanding of available primary and secondary data which again affects operational efficiency of several departments and enhances the learners understanding of combining available data with various well thought models to improve business decisions.

Learning Outcomes

- ▶ LO1. Understand how to critically analyze business data in an organizational decision-making context
- ▶ LO2. Demonstrate an understanding of the principles of business analytics.
- ▶ LO3. Demonstrate proper application of data management and data analysis techniques.
- ▶ LO4. Application of different statistical data analysis methods and data visualization techniques to arrive at sound business decisions.

Content covered

- ▶ Introduction to Business Data
 - Concept, relevance and sources; Quality of data; Data to Insight in decision-making;
- ▶ Introduction to Business Analytics
 - Introduction to analytics; Business Analytics defined; Business Analytics Lifecycle
- ▶ Business Analytics in Practice
 - Categories of Business Analytics; Tools; Business Analytics in Practice; Introduction to Big Data
- ▶ Introduction to Analytics using MS Excel
 - Types of data – Population & Sample, Quantitative & Categorical, Cross-sectional & Time series; Missing Data; Outliers; 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

- ▶ Data Visualization using MS Excel
 - Overview of data visualization; Tables; Charts – scatter charts, bar & column charts; bubble charts; heat maps.

Indicative Assessment

- ▶ Assessment 1: Coursework (weightage 100%, Project of 3000 Words Max)

Indicative Resources

- Business Analytics: Methods, Models, and Decisions; James R. Evans; Pearson
- Business Analytics: A Contemporary Approach; Thomas W. Jackson, Steven Lockwood; Macmillan International Higher Education
- Business Analytics: An Introduction; Jay Liebowitz, CRC Press
- Analytics for Managers: With Excel; [Peter C. Bell](#), [Gregory S. Zaric](#); Routledge

4.6 SUSTAINABILITY AND BUSINESS

Module code : GM850

Level of study : Postgraduate

Credits : 6 ECTS

Module Description

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.

Learning Outcomes

- LO1. Appraise the multiple dimensions of sustainability for business in the context of global challenges
- LO2. Critically review, evaluate and develop sustainability strategies of organisations
- LO3. Critically analyse the strategy alignment of the business functions to sustainability
- LO4. Critically analyse an organisation's global sustainability and your contribution to the impact on global sustainability

Content Covered

- ▶ Incremental challenges of international management
- ▶ Sustainability and leadership
- ▶ Sustainability and innovation
- ▶ Sustainability development goals

- ▶ The pillars of sustainability
- ▶ Circles of sustainability
- ▶ Organisational identity and corporate image
- ▶ Core values and sustainability
- ▶ Strategy formulation and sustainability
- ▶ Corporate social responsibility
- ▶ Data roadmaps for sustainable development
- ▶ HR role in sustainable strategy
- ▶ Sustainability in production and design

Assessment

- ▶ Assessment 1: Coursework (weightage 100%, Approximate 3000 Words)

Indicative Resources

- ▶ Freudenreich, B., Lüdeke-Freund, F. and Schaltegger, S., 2019. A stakeholder theory perspective on business models: Value creation for sustainability. *Journal of Business Ethics*, pp.1-16.
- ▶ Crane, A., Matten, D., Glozer, S. and Spence, L., 2019. *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. Oxford University Press.
- ▶ Esty, D.C. ed., 2019. *The Labyrinth of Sustainability: Green Business Lessons from Latin American Corporate Leaders*. Anthem Press.
- ▶ Clinton, L. and Whisnant, R., 2019. Business Model Innovations for Sustainability. In *Managing Sustainable Business* (pp. 463-503). Springer, Dordrecht.
- ▶ Matzembacher, D.E. and Meira, F.B., 2019. Sustainability as business strategy in community supported agriculture: social, environmental and economic benefits for producers and consumers. *British Food Journal*, 121(2), pp.616-632.
- ▶ Ciulli, F. and Kolk, A., 2019. Incumbents and business model innovation for the sharing economy: Implications for sustainability. *Journal of cleaner production*, 214, pp.995-1010.
- ▶ Tura, N., Keränen, J. and Patala, S., 2019. The darker side of sustainability: Tensions from sustainable business practices in business networks. *Industrial Marketing Management*, 77, pp.221-231.

4.7 SUPPLY CHAIN AND LOGISTICS MANAGEMENT

Module code : GM732

Level of study : Postgraduate

Credits : 6 ECTS

Module Description

This module supports strategic decision-makers and operational managers in international and domestic markets to manage successful logistics across their business. This module supports strategic decision makers as well as operational managers in both international and domestic markets to manage successful logistics across their business. It will enable participants to develop an understanding of how to create lean systems and organisational agility to solve strategic and operational issues using a range of practical problem-solving tools.

Learning Outcomes

LO1. Understand the relationship between supply chain management and organizational business objectives.

LO2. Be able to use information technology to optimize supplier relationships in an organization.

LO3. Understand the role of logistics and procurement in supply chain management.

LO4. Understand the basics of shipping operations, including the documentation involved.

Content Covered

- ▶ Introduction to Supply Chain and logistics
- ▶ Shipping and Retail logistics
- ▶ Shipping cost structures
- ▶ Patterns of Sea transport
- ▶ Incoterms
- ▶ International Logistics
- ▶ Supply Chain Drivers
- ▶ Logistic systems and integrated Supply Chain strategy
- ▶ Improvement opportunities within Supply chains in various industries
- ▶ Decisions in Operations Management
- ▶ Concepts related to layout strategies
- ▶ Bullwhip effect
- ▶ Upstream and Downstream perspectives

Assessment

- ▶ Assessment 1: Coursework (weightage 100%, Approximate 3000 Words)

Indicative Resources

- ▶ Buurman, J., 2002. *Supply chain logistics management*. McGraw-Hill.

- ▶ Myerson, P., 2012. *Lean supply chain and logistics management*. New York, NY: McGraw-Hill.
- ▶ Bowersox, D.J., Closs, D.J. and Stank, T.P., 1999. *21st century logistics: making supply chain integration a reality*.
- ▶ Copacino, W.C., 2019. *Supply chain management: The basics and beyond*. Routledge.
- ▶ Christopher, M., 2016. *Logistics & supply chain management*. Pearson UK.
- ▶ Schönsleben, P., 2018. *Integral logistics management: operations and supply chain management within and across companies*. CRC Press.
- ▶ Mangan, J. and Lalwani, C.L., 2016. *Global logistics and supply chain management*. John Wiley & Sons.
- ▶ Triki, C. and Crainic, T.G., 2018. Special issue on: "Models and methods for the supply chain and logistics management". *EURO Journal on Transportation and Logistics*, 7(4), pp.311-313.
- ▶ Coyle, J.J., Langley, C.J., Novack, R.A. and Gibson, B., 2016. *Supply chain management: a logistics perspective*. Nelson Education.

4.8 RESEARCH METHODS AND DISSERTATION

Module code : RM701

Level of study : Postgraduate

Credits : 18 ECTS

Module Description

Dissertation is an opportunity for students to demonstrate their ability to investigate issues of their own choice over a significant period of time. Essentially this is an individual effort but it is carried out under the guidance and advice of a supervisor. Research is a creative and investigative process which only learners can develop fully. A supervisor/dissertation guide will be appointed to each students and the role of the supervisor is to act as a learning resource for the student. It is the student's responsibility to make use of that opportunity, in consultation with the supervisor. The student is therefore expected to accept responsibility for the management of his/her learning. Following the allocation of a supervisor, the student should contact

- *Clarifying the terms of the research;*
- *Suggesting areas of reading;*
- *Reviewing the proposed methodology; Establishing a timetable for the research which also includes initial dates for further meetings between the student and supervisor;*
- *Advising the student about appropriate standards and conventions concerning the assessment;*

Learning Outcomes

The student needs to use his/her discretion in handling various aspects of the research investigation. Nevertheless, in presenting your work it is important that you process and order information sequentially. The following list highlights the essential parts which the completed work should contain:

- ▶ *Front Cover*
- ▶ *Title Page*
- ▶ *Acknowledgments*
- ▶ *Contents Page (Contents, List of Tables, Figures and Appendices)*
- ▶ *Abstract/Executive Summary*
- ▶ *Introduction Aim and Objectives*
- ▶ *Literature Review*
- ▶ *Methodology*
- ▶ *Investigation: Results*
- ▶ *Investigation: Analysis*
- ▶ *Conclusion (with suggestions for further work)*
- ▶ *Recommendations (if appropriate)*
- ▶ *References / Bibliography*
- ▶ *Appendices (see Section Four)*



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