

GRADUATE DIPLOMA IN BUSINESS MANAGEMENT

MODULE OUTLINE



GDBM101 Marketing Management

Module objectives

To provide students with a good working knowledge of marketing management. Emphasis is placed on the procedures and techniques of decision making in the marketing context. On completing the course, students will be able to apply marketing principles in making marketing decisions.

Learning outcomes

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

- 1) Demonstrate an understanding of the terminologies, theories, concepts, and principles relating to marketing management.
- 2) Integrate these theories, concepts, and principles into a basic framework for understanding marketing decision processes.
- 3) Think strategically about business problems from a marketing perspective.
- 4) Develop an understanding of the factors that influence the marketing manager's decisions.
- 5) Demonstrate critical thinking skills by analysing marketing problems, assessing the quality/validity of data, and formulating valid conclusions based on proper analysis.
- 6) Apply the appropriate information technologies to specified marketing situations.
- 7) Evaluate and recommend marketing strategies and programmes.

- 8) Develop effective marketing plans and strategies for specific organisations, products or services.
- 9) Make marketing decisions based on ethical knowledge.

Outline syllabus

- 1) Introduction to marketing management
- 2) Marketing information system
- 3) The marketing environment
- 4) Marketing research
- 5) Customer value, satisfaction, and loyalty
- 6) Consumer behaviour
- 7) Business markets
- 8) Market segments and targets
- 9) Brand positioning
- 10) Branding
- 11) Product strategy
- 12) Marketing of services
- 13) New market offerings
- 14) Pricing strategies
- 15) Marketing channels and value networks
- 16) Integrated marketing communications

Pedagogy

This module will be delivered using a combination of lectures and tutorials. Highly interactive techniques such as discussion of up to date articles and case studies are employed. Students are engaged in marketing debate on issues covered in the module.

Assessment

No.	Assessment Activity	Percentage (%)
1	Class Participation	10%
2	Group Project	20%
3	Final Examination	70%
	Total	100%

GDBM102 Human Resource Management and Development

Module objectives

This module is designed to explore the current trends and practices of human resource management (HRM) and development (HRD). Specific attention is directed at several HR functions including recruiting practices, selection efficacy, compensation policies, training and development implications and other related topics within the area of HRM and HRD.

Learning outcomes

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

- 1) Gain an overall understanding of human resource management and development.
- 2) Understand how the different functional areas of HR are connected and contribute to organisational effectiveness.
- 3) Understand the implications of technology changes, workforce diversity, changing skill requirements, continuous improvement initiatives, the contingent work force, decentralised worksites and employee's involvement.
- 4) Demonstrate a comprehensive knowledge of change and intelligently discuss the effect this has on an organisation.
- 5) Understand cultural environments and cultural diversity within the scope of human resource management and development in an organisation.
- 6) Have an understanding of staffing function activities and develop implementation strategies and effectively discuss those strategies.
- 7) Identify the characteristics of an effective performance appraisal system.
- 8) Describe how HRD can be linked to the goals and strategies of the organisation.

- 9) Identify and discuss the process of unionisation, define collective bargaining and identify bargaining relationships.

Outline syllabus

- 1) Introduction to human resource management (HRM) and development (HRD)
- 2) Strategic human resource management
- 3) Job analysis
- 4) HR planning and recruiting
- 5) Employee testing and selection
- 6) Interviewing candidates
- 7) Training and developing employees
- 8) Coaching and performance management
- 9) Performance management and appraisal
- 10) Career management and development
- 11) Establishing strategic pay plans
- 12) Employee relations

Pedagogy

Students will learn the practical applications of human resource management and development theories and practices through the conduct of lectures, use of exercises, participating in class discussions and case studies, and undertaking a project. In addition, readings and presentations in the area of diversity in the workplace, the aging work force, gay and lesbian issues in the workplace, and the salient issues of racial, disability, gender, appearance prejudice and discrimination, downsizing, and utilisation of the part-time and contingent labour force will be topics of focused group discussions.

Assessment

No.	Assessment Activity	Percentage (%)
1	Class Participation	10%
2	Group Project	20%
3	Final Examination	70%
	Total	100%

Module objectives

There are three basic functions of any organisation: Operations, Marketing, and Finance. Operations management is the function that pertains to creation of goods and services. The objectives of this module is to focus on the systematic planning, design, and operation of all processes required for the production of goods and the delivery of services. Operations management spans almost all the real value-added activities of an organisation including product and process design, customer order management, production, and service delivery. It also includes many supporting value-added activities such as purchasing, material requirements planning, inventory management, project management, and process improvement. These and related topics will be covered.

Learning outcomes

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

- 1) Gain an appreciation of the importance of operations.
- 2) Understand how a product or service is designed, produced and delivered to the customer.
- 3) Develop a terminology base allowing you to effectively converse with veteran operations management personnel.
- 4) Discuss important quality management tools like 'total quality management'.
- 5) Perform analysis to determine capacity.
- 6) Describe strategies for supply chain management.
- 7) Develop skills necessary to effectively analyse and synthesise the many inter-relationships inherent in complex socioeconomic process systems.

- 8) Understand analytical methods and their applications in operations management.

Outline syllabus

- 1) Introduction to operations management
- 2) Designing of goods and services
- 3) Managing quality
- 4) Statistical process control (SPC)
- 5) Process strategies
- 6) Capacity planning
- 7) Location strategies
- 8) Layout strategies
- 9) Human resources and job design
- 10) Work measurement
- 11) Supply chain management
- 12) Inventory management
- 13) Aggregate planning
- 14) Material requirements planning (MRP)
- 15) Short-term scheduling
- 16) Just-in-time (JIT) and lean operations
- 17) Maintenance and reliability
- 18) Quantitative supplements such as decision-making tools, transportation models, waiting-line models, learning curves and simulation.

Pedagogy

Class sessions will be a combination of lectures, interactive exercises, Internet exercises, project work, and case discussion. Students will need to complete the assigned readings, homework problems, project tasks, and case analyses. The project will be organised and managed using project management tools and techniques. All classes will use lectures to teach the more technical material in the course coupled with discussion of case materials.

Assessment

No.	Assessment Activity	Percentage (%)
1	Class Participation	10%
2	Group Project	20%
3	Final Examination	70%
	Total	100%

GDBM201 Financial Management

Module objectives

This module aims to teach students how to approach and solve the fundamental financial problems facing all businesses. It covers concepts such as the time value of money, valuation and rates of return, cost of capital, and capital budgeting. Students will learn how capital markets function, about different types of securities and financing instruments that exist, how to manage cash flow and working capital, and about financial forecasting.

Learning outcomes

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

- 1) Discuss the role and purpose of the financial management function.
- 2) Examine and use financial models describing the relation between risk and return.
- 3) Understand the concept of the time value of money and incorporate this concept into making good financial decisions.
- 4) Explain and apply working capital management techniques.
- 5) Describe and apply the methods of capital budgeting.
- 6) Evaluate the impact of capital structure and dividend policies on firm value.
- 7) Explain and calculate the cost of capital and the factors which affect it.
- 8) Compute the valuation effect of long-term financing decisions.
- 9) Calculate the value of derivatives.
- 10) Carry out effective investment appraisal.
- 11) Explain and apply risk management techniques in business.

Outline syllabus

- 1) Financial management
- 2) Financial planning and analysis
- 3) Working-capital management
- 4) Valuation and management of long-term investments
- 5) Financial structure and dividend policy
- 6) Long-term financing
- 7) Special topics in finance

Pedagogy

Teaching strategy will involve the use of such techniques as the lecture, required readings, the question-and-answer method, class discussion, demonstration, analysis of cases and problems. The emphasis will be placed on problem solving and class discussion. In summary, the pedagogy is structured to allow the fullest participation by all students of the class and it is not intended to be a straight lecture delivery.

Assessment

No.	Assessment Activity	Percentage (%)
1	Class Participation	10%
2	Individual Assignment	30%
3	Final Examination	60%
	Total	100%

Module objectives

This module is all about strategy and managing for success. It centres around the theme that a company achieves sustained success if and only if its managers formulate an astute 'game plan', and implement and execute the game plan with proficiency. Strategic management is an integrative module that provides a complete view of the evolving corporate terrain and will show how large and medium-sized companies can become more effective and productive in the entire business arena. It focuses on seeing the 'big picture'. Students are trained to bring together all of their learned functional skills (i.e. finance, marketing, operations, etc.) and use them to study organisational problems within the context of real-world business case studies.

Learning outcomes

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

- 1) Develop an understanding of strategic management theories and application.
- 2) Appreciate senior leadership roles in strategic management.
- 3) Develop the capacity to think strategically about a company, its business position, and how it can gain sustainable competitive advantage.
- 4) Conduct strategic analysis in a variety of industries and competitive situations, and be able to apply the analysis holistically to marketing, finance, production, and other functional areas.
- 5) Craft strategy, reason carefully about strategic options, use what-if analysis to evaluate action alternatives, and initiate the changes necessary to keep the strategy responsive to newly emerging market conditions.
- 6) Manage the organisation process by which strategies get formed and executed.

- 7) Develop the powers of managerial judgment, assess business risk, and understand the competitive challenges of the market environment.
- 8) Understand the importance of corporate governance and socially responsible management practices.

Outline syllabus

- 1) Introduction to strategic management
- 2) Strategic leadership
- 3) The internal environment
- 4) The external environment
- 5) Business strategies
- 6) Corporate strategy
- 7) International strategies
- 8) Implementation
- 9) Corporate governance

Pedagogy

This lecture- and tutorial-based module emphasises analytical learning and decision making. The learning/teaching approach includes supplementary readings, cases analysis, class discussions, videos, and written reports. Students will practise the task of managerial analysis and decision making via use of actual case studies.

Assessment

No.	Assessment Activity	Percentage (%)
1	Class Participation	10%
2	Group Project	30%
3	Final Examination	60%
	Total	100%

GDBM203 International Business Management

Module objectives

The objective of this module is to provide relevant theoretical and practical insights to business management students so that the real world of global business is better understood. This module provides coverage of international business issues, analyses the environment in which international business operates, introduces multinational corporations, global competition, international organisations, treaties and international law, national trade policies and the determinants of competitiveness of firms in international markets.

Learning outcomes

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

- 1) Understand the need to participate in international activities by identifying the effects of international business.
- 2) Develop cross-cultural competence through understanding of cultural differences in language, religion, values, customs, and education.
- 3) Achieve an understanding of the political and legal dimensions that affect international business.
- 4) Demonstrate an understanding of theoretical background for international trade and investment activities and the international economic activity of nations and the balance of payments.
- 5) Develop a working knowledge of the international monetary system, financial markets, and trend toward economic integration around the world.
- 6) Build a knowledge base of country-specific opportunities and concerns through research.
- 7) Develop and implement strategies that will help provide a competitively advantageous position and differentiate between smaller firms and multinational corporations.

- 8) Demonstrate an understanding of how markets for international expansion can be selected, their demand assessed, and appropriate strategies for their development devised.
- 9) Understand the challenges of managing managers and human resources both in individual international markets and in worldwide operations.
- 10) Achieve an understanding of the future of international business management.

Outline syllabus

- 1) Introduction to international business
- 2) Theories of international trade and investment
- 3) Environment of international business
- 4) Regional economic integration
- 5) Emerging markets
- 6) International monetary and financial environment
- 7) Strategy and opportunity assessment for international business
- 8) Entering and operating in international markets
- 9) Marketing in the global firm
- 10) Human resource management in the global firm
- 11) Financial management and accounting in the global firm

Pedagogy

This module uses a combination of lectures, case studies, class discussions, and exercises in order to expose students to the challenges facing multinational corporations and their managers. These methods

provide students with a framework that can be applied to managing in a multinational corporation.

Assessment

No.	Assessment Activity	Percentage (%)
1	Class Participation	10%
2	Group Project	20%
3	Final Examination	70%
	Total	100%