



# ICM

## Post Graduate Diploma in Management

### Course Handbook



## SETTING GLOBAL STANDARDS

For Business & Management Education

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The Institute of Commercial Management

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## **1 Introduction**

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The purpose of this Course Handbook is to provide you with general information about studying with the Institute of Commercial Management (ICM). This Handbook should be read in conjunction with other Guidelines available on the ICM website. The early pages of this Handbook provide general information about ICM and its programmes. Later sections give details about the equivalency of ICM Certificate (NQF\* Level 4 qualifications), Diploma (NQF Level 5 qualifications), Advanced Diploma (NQF Level 6 qualifications), Graduate Diploma (NQF Level 6 qualifications) and Post Graduate Diploma Awards (NQF Level 7 qualifications). Please note that not all Levels are available for all programmes. The material in this Handbook is as accurate as possible at the time of production.

\*NQF: the UK National Qualifications Framework

## **2 The Institute of Commercial Management (ICM)**

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Established in the early 1970s, the Institute of Commercial Management provides academic and vocational qualifications which are well recognised globally.

In its capacity as a course developer and an examining and certifying Board, the Institute offers a wide range of professional and vocational awards in Business, Management and related vocational areas.

ICM programmes are designed to address the personal development and training needs of those wishing to enter the commercial sector and to support the continued development and workplace flexibility of those already in employment.

ICM's global services include the design, development and certification of business education and training programmes for education providers; the development and certification of tailored education and training programmes for the corporate sector, emerging industries and the global workforce and the examination, assessment and certification of students undertaking business, management and related vocational education programmes.

An acknowledged specialist in the design and development of progressive, practical and multi-functional programmes of study, the Institute works with a range of public and private sector clients including universities, business schools, colleges, training providers, International Development Agencies, government agencies and local authorities.

ICM provides examinations in more than 200 subject areas ranging from accounting and finance to tourism and hospitality and from marketing and advertising to project management and examines and certifies candidates to an internationally consistent standard.

## **3 ICM Articulation Agreements with Universities**

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The Institute has formal partnership arrangements with universities in the UK and overseas. A full list of progression routes from ICM qualifications into Undergraduate and Post Graduate courses at UK Universities is available from the ICM website.

Established articulation arrangements provide direct access to the second and final years of a wide range of BA/BSc degrees for ICM Diploma qualifications (Level 5 Diploma) and

Advanced Diploma qualifications (Level 6 Diploma). Access to Masters programmes also exist for those with ICM Graduate Diplomas (Level 6) and ICM Post Graduate Diplomas (Level 7). In addition, ICM Certificate (Level 4 Diploma) holders may be eligible for entry to year 1 of appropriate degrees.

Subject to status and grades obtained, students holding ICM Diploma qualifications at levels 4, 5, 6 and 7 are accepted onto Undergraduate and Post Graduate degree programmes offered by institutions in continents across the globe.

Our strategic partners have agreed that students can enter their degree programmes with Advanced Standing, provided they possess the right Grade profile and are able to meet other admissions criteria, such as language competence. The stated grade and points requirements may be subject to local variations.

### **Entry to the First Year**

Application for entry to the first year of a relevant degree programme will be considered for those students who hold a relevant ICM Certificate Level Award.

### **Entry to the Second Year**

Application for entry to the second year of an Honours degree programme will be considered for students who have passed a relevant ICM Diploma (Level 5) programme and have met the following requirements:

- obtained at least 24 Points from 8 subjects leading to the qualification
- obtained at least a Grade C in all subjects in the Diploma

### **Entry to the Final Year**

Students who have passed a relevant ICM Advanced Diploma (Level 6 Diploma) programme will be considered for final year entry if they have achieved the following:

- obtained at least 32 Points from 12 subjects leading to the Advanced Diploma
- obtained at least a Grade C in all subjects in the Advanced Diploma

### **Entry to the Post Graduate Year**

Students who have passed a relevant ICM Graduate Diploma (Level 6 Diploma) programme will be considered for entry to Masters programmes if they have achieved the following:

- obtained at least 12 Points from the final 4 subjects leading to the qualification
- obtained at least a Grade C in all subjects in the Graduate Diploma

### **Converting ICM subject grades into points**

The following rules apply in relation to converting ICM subject grades into points:

- an 'A' grade is awarded 6 points
- a 'B' grade is awarded 4 points
- a 'C' grade is awarded 2 points
- a 'D' grade is awarded 0 points

## **Progression Routes**

Students wishing to progress to degree programmes should review the range of courses available at our partner Universities. Information on appropriate university courses can be obtained from our website.

The Institute's qualifications are also recognised by leading professional examining bodies for either subject exemption or registration purposes. Further details can be obtained from the appropriate examination bodies.

## **4 Learning, Teaching and Assessment Strategy**

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Tuition in preparation for the Institute's examinations takes place on a number of levels, including lectures, seminars, class discussion and problem review and analysis.

Formal lectures provide a foundation of information, which students build on through directed learning and self-managed study outside the classroom.

Students are actively encouraged to form study groups to discuss course material, fostering a greater depth of learning experience.

### **4.1 Assessment**

Assessment for the majority of programmes is based on final examinations. The Institute has a traditional approach to assessment. Formative assessment is provided by ICM Teaching Centres as and when appropriate and may include; essays, in-class tests, role play exercises, presentations and projects. However, in terms of gaining a professional qualification, and in order to maintain standards, ICM believes that students should be formally assessed on the body of knowledge covered during the course and be examined as individuals on the required learning outcomes.

### **4.2 Student Workload**

In accordance with nationally accepted codes of practice in the UK, each 20 credit unit represents a total of approximately 200 hours of learning. Typically, each ICM award at undergraduate level comprises four units of 20 credits each. Students must complete four units at each level leading to the awards of Certificate (Level 4 Diploma), Diploma (Level 5 Diploma), Advanced Diploma (Level 6 Diploma) and Graduate Diploma (Level 6 Diploma). Thus, for example, in order to gain an ICM Advanced Diploma, a student must have completed the Certificate, Diploma and Advanced Diploma stages. The Post Graduate Diploma (Level 7 Diploma) consists of 120 credits divided into six units.

The learning hours for each unit are subdivided into appropriate categories of learning opportunities, such as lectures, seminars, preparation time, directed study, time spent on assessment items and exam preparation. At least one quarter of this time is usually devoted to formal contact time.

A further one quarter of this time is related to directed learning. The balance of workload is comprised of individual, self-managed student learning and revision.

Note that for a unit delivered in standard mode, the ICM examinations calendar accommodates a teaching year of approximately 2 x 20 teaching weeks, and four weeks of revision/end of year assessment.

Furthermore, each unit is assigned to a particular 'Level', with each Level corresponding to the group of subjects contained within the programmes leading to the award of a Certificate (Level 4 Diploma), Diploma (Level 5 Diploma), Advanced Diploma (Level 6 Diploma), Graduate Diploma (Level 6 Diploma) or Post Graduate Diploma (Level 7 Diploma).

## **5 ICM Qualifications and Progression**

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Understanding your qualification is important and the following guidelines outline how ICM qualifications fit within the UK National Qualifications Framework and support vocational learning.

ICM has benchmarked its qualifications against the UK National Qualifications Framework (NQF). In recognition of the NQF levels and with reference to appropriate National Occupational Standards, the Institute has produced the following level descriptors which should be read in conjunction with the table provided in section 5.6.

### **5.1 ICM Certificates (equivalent to NQF Level 4 Diplomas)**

ICM Certificates are awarded to those who have passed Part 1 (the first four or five subjects, depending on the course) of an ICM Diploma programme. See below for ICM Diploma Entry Requirements. ICM Certificates represent a level of qualification that recognises the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICM Certificate holders should be able to display competence in the application of knowledge in the performance of a range of work activities, some of which may be routine and predictable with some being complex or non-routine.

Learning at this level involves gaining knowledge and skills appropriate for individuals working semi-independently, or receiving basic supervision and training from others in their field of work.

Students should begin to develop a degree of individual responsibility or autonomy in their study as well as the ability to collaborate with others, for example through participation in work groups or teams.

Successful completion of the ICM Certificate enables entry to the first year of appropriate degree programmes at a range of Universities. For a complete list of progression routes please refer to the website.

### **5.2 ICM Diplomas (equivalent to NQF Level 5 Diplomas)**

Entry to an ICM Diploma programme requires completion of secondary education or an equivalent and recognised programme of study.

ICM Diplomas represent a level of qualification which recognises the ability to gain, and where relevant apply a range of knowledge, skills and understanding.

ICM Diploma holders should be able to display competence in the application of knowledge in a broad range of varied work activities performed in a wide variety of contexts, most of which are complex and non-routine.

Learning at this level involves obtaining detailed knowledge and skills appropriate for people working independently, or providing basic supervision and training of others in their field of work and people wishing to go to University.

Progression is available from the ICM Diploma to the second year of relevant degree programmes at a range of Universities. For a complete list of progression routes please refer to the website.

### **5.3 ICM Advanced Diplomas (equivalent to NQF Level 6 Diplomas)**

Entry to an ICM Advanced Diploma programme requires completion of the ICM Certificate and Diploma in the selected programme. Students holding other relevant and equivalent qualifications which contain ICM Diploma subjects could qualify for entry as well as subject and Level exemptions.

ICM Advanced Diplomas represent a level of qualification which involves specialist learning and detailed analysis of a high level of information, knowledge and skills in a specified area of work or study.

Students undertaking an ICM Advanced Diploma should demonstrate the depth of knowledge and understanding of an area of work or study to enable them to formulate solutions and responses to complex problems and situations.

ICM Advanced Diplomas are appropriate for people working in positions such as Senior Supervisors, Professionals or Managers. These individuals need to demonstrate significant levels of knowledge, a high level of work expertise in job roles and competence in managing and training others. Learning at this level is appropriate for people working in technical and professional jobs, and/or managing and developing others.

The ICM Advanced Diploma is equivalent to NQF Level 6 and in terms of level and credit value these qualifications are comparable to UK Intermediate Higher Education qualifications such as HNDs, Diplomas of Higher Education and Foundation Degrees.

Progression is available from ICM Advanced Diplomas to the final year of relevant degree programmes at a range of Universities. For a complete list of progression routes please refer to the website.

### **5.4 ICM Graduate Diplomas (equivalent to NQF Level 6 Diplomas)**

Entry to an ICM Graduate Diploma programme requires prior completion of the ICM Diploma and Advanced Diploma in the selected programme.

Advanced Standing and Exemptions: Students holding relevant degrees and equivalent qualifications which contain ICM Certificate, Diploma and Advanced Diploma subjects could qualify for entry as well as subject and Level exemptions.

Students at this level study highly developed and complex levels of knowledge enabling the development of in-depth and original responses to complicated and unpredictable problems and situations.

Learning at the Graduate Diploma level involves the demonstration of high level specialist professional knowledge appropriate for senior professionals and managers. Indicative competencies involve the application of a range of fundamental principles across a wide and often unpredictable variety of contexts as well as the ability to perform technical or professional work activities in a variety of contexts with a substantial degree of personal responsibility and autonomy.

A qualification at this level is appropriate for people working as knowledge-based professionals or in professional management positions. This qualification is equivalent to a Bachelors degree, and progression is available from the ICM Graduate Diploma to Post Graduate programmes such as Masters degrees.

### **5.5 ICM Post Graduate Diplomas (equivalent to NQF Level 7 Diplomas)**

Entry to an ICM Post Graduate Diploma programme requires completion of an ICM Graduate Diploma, another Level 6 award, or a degree level qualification in an appropriate discipline.

Refer to Section 6 for Advanced Standing arrangements for mature candidates.

Students at this level of study should display a mastery of high level knowledge and skills and have professional and research-based skills.

This qualification is equivalent to two thirds of a Masters degree (MBA or MA) and advanced standing can be given onto a range of Masters degrees. For a complete list of progression routes please refer to the website.

### **5.6 Relative Positioning of ICM Qualifications**

The following table gives an indication of the relative positioning of ICM awards, compared with other types of qualifications and levels. Reference is made to levels in the UK National Qualifications Framework and example qualifications at each level. In addition, the final column in the table (FHEQ) shows the 'equivalent' qualifications commonly being developed and delivered in the University sector. For example, these indicate that the ICM Advanced Diploma equates to an intermediate level award (in terms of credit accumulation this ICM qualification equates to a Higher National Diploma). Furthermore, the ICM Graduate Diploma equates to a Bachelors degree level qualification and the ICM Post Graduate Diploma equates to a Masters degree level qualification.

## Relative Positioning of ICM Qualifications

<b>National Qualifications Framework (Levels and example vocational qualifications)</b>	<b>Framework for ICM Levels</b>	<b>Framework for Higher Education Qualification Levels (FHEQ)</b>
<b>Level 7</b> Professional Diploma in Translation	<b>ICM Post Graduate Diploma</b> (Level 7 Diploma)	<b>M (masters)</b> , Masters degrees, Post Graduate certificates and diplomas
<b>Level 6</b> Diploma in Management	<b>ICM Graduate Diploma</b> (Level 6 Diploma)	<b>H (honours)</b> Bachelors degrees (BSc/BA)
	<b>ICM Advanced Diploma</b> (Level 6 Diploma)	<b>I (intermediate)</b> Diplomas of higher education, foundation degrees, Higher National Diplomas
<b>Level 5</b> BTEC Higher National Diploma in 3D Design	<b>ICM Diploma</b> (Level 5 Diploma)	<b>C (certificate)</b> Certificates of higher education
<b>Level 4</b> Certificate in Early Years Practice	<b>ICM Diploma</b> (Level 5 Diploma)	
<b>Level 3</b> Certificate in Small Animal Care NVQ in Aeronautical Engineering A levels		
<b>Level 2</b> Diploma for Beauty Specialists NVQ in Agricultural Crop Production GCSEs Grades A*-C		
<b>Level 1</b> Certificate in Motor Vehicle Studies NVQ in Bakery GCSEs Grades D-G		
<b>Entry</b> – e.g. Entry Level Certificate in Adult Literacy		

## 6 Student Registration & Course/Level Entry Requirements

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### 6.1 Student Registration

In order to undertake any ICM examination candidates must be Registered ICM Student Members.

Student Membership can be obtained by completing the appropriate Student Registration Application form and returning the form and the Student Registration Fee to the Institute. Details of Student Registration Fees can be found on the ICM website.

The Student Registration fee is valid for one year and can be renewed annually.

**Important Note: All students wishing to register for any ICM Advanced Diploma programme or above, MUST complete and attach an Academic History form to their Student Registration form. Copies of all qualifications and Awards obtained by the student must also accompany the Academic History form.**

**The Academic History form is used to ensure that students are qualified to commence their studies at the Level they have selected.**

### 6.2 Student Registration Fees

Student Registration fees for standard ICM Awards and programmes are based on the country in which you will undertake your examinations. The current fees levels are as follows:

**Group 1:** If you are based in Europe, and EU Member State, North America, a Gulf State, India, the Middle East, Australasia, Singapore, South Africa, China, Hong Kong or Malaysia your Registration Fee will be £50.00 Pounds Sterling.

**Group 2:** If you are based in sub-Saharan Africa, Central or South America, Pakistan, Bangladesh, the Caribbean or North Africa your Registration Fee will be £25.00 Pounds Sterling.

**Group 3:** A special rate exists for students in countries which have (a) emerged from conflict (b) countries in which the general population is subject to great poverty and (c) countries in which the UN acknowledge that the level of economic activity and national per capita income is unacceptably low.

### 6.3 Course/Level Entry Requirements

ICM professional programmes are structured in 'Levels'. These Levels are designed to provide a structured and progressive level of knowledge.

All students are required to commence their studies at the Diploma Level of all programmes unless they are able to claim subject-for-subject or Level exemptions.

Subject-for-subject exemptions can be applied for if the student has (a) been examined, in the subject, by another recognised Awarding body and (b) has passed the examination/s set by the alternate body.

The Institute operates an 'Open Entry' policy in respect of most of its Diploma Level vocational programmes, subject to appropriate work experience, but prospective students should note that the following qualifications are recommended for those wishing to undertake ICM Diploma Level programmes:

### ***Entry to an ICM Diploma Level Programme (NQF Level 5)***

Entry to an ICM Diploma programme requires completion of secondary education or equivalent. For example:

- One GCE A-level plus three GCSEs (or equivalents) or 5 GCSEs
- A suitable BTEC National Award
- Any qualification equivalent to one or more of the above

The minimum age for registration for the majority of programmes is 18. Applicants over the age of 20 who do not hold one of the recommended entry qualifications may also register for some Diploma Level programmes providing they have been in full-time employment for a minimum of two years and can produce a letter from their employer to confirm this.

### ***Entry to an ICM Advanced Diploma Programme (NQF Level 6)***

Entry to an ICM Advanced Diploma programme requires completion of the ICM Diploma Level of the selected programme.

### ***Entry to an ICM Graduate Diploma Programme (NQF Level 6)***

Entry to an ICM Graduate Diploma requires completion of the ICM Diploma and Advanced Diploma in the selected programme.

### ***Entry to an ICM Post Graduate Diploma Programme (NQF Level 7)***

Registration for an ICM Post Graduate Diploma is accepted from those:

- who have completed an ICM Graduate Diploma
- who hold any Level 6 business or management Award
- holders of business and management degree level qualifications

**Mature Candidates.** Applications from those over the age of 25 who do not meet the standard Entry Requirements will also be considered providing they:

- Are over the age of 25
- Have been in employment for 5 years – a letter of support is required from the applicant's employer; and
- Hold a management or senior supervisory position.

## **7 Examinations and Results**

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### **7.1 Examinations**

In order to achieve a consistent global standard the Institute sets all examination papers and all candidate scripts are returned to the Institute for marking.

Invigilation of examinations is undertaken either by external Invigilators who are appointed by the Institute or by the British Council. Examinations are held in March, June, September and December and the Examination Timetable can be found on the ICM website.

Candidates must be registered and paid-up Student Members of the Institute at the time they undertake their examinations. Examination papers are securely distributed to ICM Approved Centres and scripts are assessed and moderated in the UK by ICM Appointed Examiners.

Full details of Examination dates can be found on the ICM website.

### **7.2 Examination Entry Fees and Forms**

Examination Entry fees are shown on the appropriate Examination Entry form for the subject/programme you are undertaking. The Examination fee is £50.00 Pounds Sterling per subject for the Post Graduate Diploma. If you have any queries relating to fees please contact your Teaching Centre.

In order to undertake any ICM Professional or Single Subject examination you must be a Registered and paid-up ICM Student Member.

To enter for an examination you need to complete the relevant Examination Entry form and submit it to the Institute.

### **7.3 Examination Timetable**

ICM examinations take place four times each year, in March, June, September and December. The Timetable for each year states the Closing Date for receipt of entries for each examination Series. Please visit the website to view the ICM examination timetable.

### **7.4 Examination grades and re-marking**

You can request that your examination script is re-marked if you are unhappy with your result.

The fee for this is £35.00 Pounds Sterling per script. The Institute operates a triple marking and moderation system. In the event that the moderator increases the original marks awarded, the fee for re-marking your script will be refunded to you. Should the Grade awarded remain the same, you will be issued with a full Examiner's Report detailing your examination performance. The Institute retains answer scripts for a maximum period of six months. Examination scripts/answer books are not returned to candidates under any circumstances.

## **7.5 Examination re-sits**

Although ICM Examinations are held every twelve weeks it should be noted that it takes an average of twelve weeks to mark the scripts after each Examination Series.

If you sit, for example, for one or more subjects in March you will not receive your results until June. This means that if you were to fail a subject in March, you would not be able to re-sit the subject in June, as you will have missed the Closing Date for the June Series.

Our advice is that you try to split your subject examinations between two consecutive Examination Series e.g. If your programme has four subjects you could take two subjects in one series and two in another series.

On this basis, were you to fail one subject in March you would be able to re-sit it in September, giving you plenty of time for revision.

## **7.6 Examination Closing Dates**

There is a Closing Date for receipt of Examination Entries and candidates entering for examinations must ensure that their completed Examination Entry forms and fees reach the Institute before the Closing Date for each Examination Series. Examination Timetables indicate the closing date for receipt of entries for each sitting and this information also appears on the ICM website. Entries received after the Closing Date are automatically carried forward to the next Examination Series.

## **7.7 Examination Results**

Results are distributed within twelve weeks from receipt of scripts. Candidates are advised not to telephone the Institute for results as this information is confidential and cannot be disclosed over the telephone.

## **7.8 Examination Grades**

Should you wish to re-sit any examination to improve your previous Grade, please note that the latest Grade you obtain will stand.

## **7.9 Transcript of Academic Results**

You may request a transcript of your Academic Results, however please note there is a charge of £15.00 Pounds Sterling for each Award transcript requested.

## **7.10 Replacement Certificates**

Replacement certificates are available on payment of a fee of £20.00 Pounds Sterling per certificate. Please include your Student Registration Number together with your current postal address and indicate which certificate is required.

### 7.11 Deferrals

There is a fee of £15.00 Pounds Sterling per subject should you wish to defer your examinations to another Series for health or for any other reason. If you are unable to undertake your examinations, it is essential you advise ICM before the appropriate examination date, otherwise the full entry fee of £50.00 Pounds Sterling will be applicable. Please note that you may only defer examinations on one occasion. The full entry fee of £50.00 Pounds Sterling per subject will become due if you defer on more than one occasion.

### 7.12 Subject Exemptions for Professional Programmes

Students holding relevant recognised qualifications from other professional bodies or recognised Higher Education institutions may apply for Subject Exemptions, on a subject-for-subject basis. It may also be possible, subject to qualifications held, to obtain exemption from a Level within a programme. Documentary evidence is required before any decision can be made in connection with the granting of Subject/Level Exemptions. No exemptions are given for case studies or assignments. Internally awarded school certificates and diplomas **are not accepted for exemption purposes.**

### 7.13 Single Subject Candidates

Registered ICM students who do not want to complete a full ICM programme may study individual subjects. Single Subject candidates receive a Single Subject Diploma on successful completion of the relevant subject examination. Single Subjects qualify, on a subject-for-subject basis, for subject exemptions from ICM professional programmes.

- Note:**
1. Case Studies, Assignments and Projects, including ALL subjects in any Post Graduate programme, do not qualify for Single Subject Awards.
  2. A student who undertakes, on a Single Subject basis, subjects within a Diploma, Advanced Diploma, Graduate Diploma or Post Graduate ICM programme will not be entitled to a professional Award unless they are exempted from or have completed all lower Levels of that Award.
  3. In order to comply with UKBA requirements, overseas students studying in the UK (excluding those from EU countries) are not permitted to undertake Single Subjects and must undertake a professional programme.

## 8 Subject advice, educational guidance and student support

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You are expected to be independent and to take responsibility for your own academic and personal life. However, your study centre should also provide appropriate help and assistance. Your tutors will direct your studies and ensure that you know what work you need to cover in any given unit. Seek advice from academic staff either during or after class or try to see them during their office hours.

### 8.1 Study Methods

Teaching Centres are provided with a detailed syllabus and reading list for each subject area. Each Unit Syllabus clearly defines the areas that you will be required to cover for each subject and your examination questions will be based on the areas and topics detailed for

each unit. It is important to ensure that you obtain a copy of each unit syllabus from your Teaching Centre. Alternatively, this information can be obtained online at [www.icm.education](http://www.icm.education), in the 'Single Subject' section.

Each Unit Syllabus is normally linked to one main textbook and the examiners base their questions on the contents of the nominated core text.

The Unit Syllabuses also give details of 'Alternative Texts' and texts recommended for further reading. It is advised that you should refer to the 'Alternative Texts' in order to develop your skills and broaden your knowledge of the subject area.

## **8.2 Payment Methods**

For our accepted methods of payment, please refer to the ICM website: [www.icm.education](http://www.icm.education)

## **8.3 Choosing your course of study**

As an ICM Student Member you can work towards obtaining either a recognised Professional qualification or study for one or more of the 200 Single Subject Awards from the list of subjects offered by the Institute. The choice is yours.

## **8.4 ICM Approved Centres**

Tuition leading to the Institute's examinations can only be provided by Institutions which have been granted ICM 'Approved Centre' status. Please note that some ICM Teaching Centres specialise in particular subject areas and not all ICM Centres will necessarily offer tuition for every ICM course programme. Visit the website to find an ICM Approved Centre near you.

## **9 Textbooks**

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The recommended textbooks for each subject are shown on each subject syllabus. Examiners base their questions on the contents of the recommended texts and it is therefore important for you to ensure that you have access to the appropriate texts. You can obtain the full list of books available to purchase from ICM and/or place orders by either contacting your Centre or complete the Book Order Form and send it to ICM's Book Sales Manager at: [info@icm.education](mailto:info@icm.education) .

## **10 Students with specific learning difficulties**

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If you are diagnosed with a specific learning difficulty you may be granted special arrangements for your examination/s. We will require a copy of an Assessment Report issued within the last three years. The amount of additional time and any other arrangements will be determined on the basis of the Report relating to your circumstances. It is possible that you may be granted permission to use a computer or laptop without internet connection in your examinations.

## 11 Copies of past examination papers and other forms of assessment

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The ICM website, [www.icm.education](http://www.icm.education), provides a database of recent examination papers, assignments and Case Studies. These can be found in the Student Resources section of the website.

## 12 Unit Information

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Covering all the major business management areas and topics, the ICM programmes have, over the past thirty years, achieved international recognition and are currently undertaken by students in many countries around the world.

In addition to providing a comprehensive knowledge of each of the major business functions, the structure of the courses ensures that students have the widest possible range of career, employment and higher education options open to them on successful completion of their studies.

### 12.1 Programme Objectives

To provide prospective Post Graduate Management students with a body of knowledge which will:

- increase their employment opportunities
- prepare them for supervisory and management careers in related industry and commerce and;
- provide them with a qualification which will enable them to progress to higher level general management or specialised programmes at a later stage in their work or academic careers

The ICM Post Graduate Diploma in Management programme is also suitable for working supervisors and managers who require recognised management qualifications for career advancement or promotion purposes.

### 12.2 Recommended Course Duration

To help calculate the duration of the programme, please refer to the section entitled 'Student Work Load' in section 4.2 of this handbook.

It is expected that a student will need 12 months of full-time study at an ICM Approved Centre to complete the full Post Graduate Diploma programme.

### ***Examination Grades***

- Grade A – 70% and above
- Grade B – 60% to 69%
- Grade C – 50% to 59%
- Grade D – 40% to 49%
- Grade F – Fail - 39% and under

### **12.3 Continuing Education**

The ICM programme will serve as an excellent route for students who ultimately seek full professional status and will provide first class underpinning knowledge for the mainstream UK degrees in the relevant areas. Holders of an ICM Diploma may enter the ICM Advanced Diploma programme and completion of this could enable entry to the final year of appropriate Honours degree programmes (see Section 3 for more details).

### **The Post Graduate Diploma in Management**

1. Contemporary Strategic Management
2. Financial Decision Making
3. International Marketing Strategy
4. Management of Change
5. Operations Management
6. People in Organisations

The Post Graduate Diploma in Management is awarded on completion of all 6 subjects

The proposed units are as follows:

#### **1. Contemporary Strategic Management (20 credits)**

This unit will include the tools and techniques that enable an organisation to adapt effectively in a changing environment, improving competitive advantage. In this unit, students will evaluate strategic issues requiring problem identification, evaluation and proposed solutions. This process will often require strategic prioritisation and problem analysis.

#### **2. Financial Decision Making (20 credits)**

This unit considers a range of relevant and reliable financial decision making theories, processes and practices, in order to critically appraise and apply that knowledge and understanding to complex financial management decisions, of both a short-term and long-term nature.

#### **3. International Marketing Strategy (20 credits)**

This unit requires the student to reflect on marketing theory and practices, in order to critically appraise and apply knowledge and understanding to organisational marketing decisions.

#### **4. Management of Change (20 credits)**

This unit considers the role of managers in change management and in a range of business contexts. The unit will develop an in-depth understanding of analysis and problem-solving in real-life situations.

#### **5. Operations Management (20 credits)**

This unit requires the student to reflect upon operational management theories, processes and practices, in the context of complex operational management decisions of both a long-term and short-term nature.

#### **6. People in Organisations (20 credits)**

This unit considers theories in the field of Organisational Behaviour by considering examples and cases in exploiting and enhancing competitive advantage. The unit focuses on three areas of analysis: the individual, the group and the organisation and considers these in terms of the 'micro' and 'macro' perspectives and their roots in behavioural and social sciences.

### **13.1 Unit Syllabuses**

Detailed syllabuses for this programme are contained in the following sections.

### 13.1.1 Contemporary Strategic Management Syllabus

Unit Title	Contemporary Strategic Management
Unit Code	CSM-0110
Level	7 Diploma
Credits	20
Unit Leader	JCR
Pre-requisites	
<b>Main Aim(s) of the Unit:</b>	
<p>Strategy is a term covering the tools and techniques that enable an organisation to adapt effectively in a changing environment, improving competitive advantage.</p> <p>In this unit, students will focus on using available academic literature to evaluate strategic issues requiring problem identification, evaluation and proposed solutions. This process will often require strategic prioritisation and problem analysis. Students will have an opportunity to apply their academic study to work based or case study problems.</p>	
<b>Main Topics of Study:</b>	
<p><b>Strategic Audit Techniques</b></p> <ul style="list-style-type: none"> <li>▶ Environmental analysis</li> <li>▶ Resource analysis</li> <li>▶ Portfolio analysis</li> <li>▶ Organisational culture and structure</li> </ul> <p><b>Strategic Issues Identification</b></p> <ul style="list-style-type: none"> <li>▶ Prioritisation</li> <li>▶ Scenario planning</li> <li>▶ Planning and decision making</li> </ul> <p><b>Strategic Issues</b></p> <ul style="list-style-type: none"> <li>▶ Globalisation</li> <li>▶ Change management</li> <li>▶ Organisational learning</li> <li>▶ Information management</li> <li>▶ Competitive advantage</li> <li>▶ Leadership</li> <li>▶ Innovation</li> </ul> <p><b>Strategic Action</b></p> <ul style="list-style-type: none"> <li>▶ Option generation and evaluation</li> <li>▶ Generic strategies</li> <li>▶ Implementation</li> </ul>	

<b>Learning Outcomes for the Unit:</b>	
At the end of this Unit, students will be able to:	
1.	Critically evaluate and apply strategic management concepts, tools and techniques to specific scenarios.
2.	Utilise secondary research effectively to aid strategic problem definition and resolution.
3.	Critically evaluate and justify alternative options and approaches to solving strategic business problems.
4.	Identify and critically appraise alternative strategies and their implementation including the resource implications.
<b>Learning and teaching methods/strategies used to enable the achievement of learning outcomes:</b>	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
<b>Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:</b>	<b>Weighting:</b>
Examination: 3 hours duration, based on a case study (case study to be pre-issued)	100%
<b>Indicative Reading for this Unit:</b>	
<b>Main Text</b> Exploring Strategy: texts and cases, 9th edition, G. Johnson, R. Whittington. & K. Scholes	
<b>Alternative Texts and Further Reading</b> Corporate Strategy, 3rd edition, R. Lynch, (2005), Financial Times, Prentice Hall Strategy for Business: a reader, M. Mazzucato, (ed.), 2002, Sage Management and Organizational Behaviour, 7th edition, 2005, L. Mullins, Financial Times, Prentice Hall The Strategy Reader, 2nd edition, 2004, Segal-Horn (ed.), Blackwell	
<b>Guideline for Teaching and Learning Time (10 hrs per credit):</b>	
50 hours	<b>Lectures / Seminars / Tutorials / Workshops</b> Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	<b>Directed learning</b> Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	<b>Self managed learning</b> Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

### 13.1.2 Financial Decision Making Syllabus

Unit Title	Financial Decision Making
Unit Code	FDM 0509
Level	7 Diploma
Credits	20
Unit Leader	JWC
Pre-requisites	
<b>Main Aim(s) of the Unit:</b>	
In this unit students will reflect upon a range of relevant and reliable financial decision making theories, processes and practices, in order to critically appraise and apply that knowledge and understanding to complex financial management decisions, of both a short-term and long-term nature.	
<b>Main Topics of Study:</b>	
<p><b>Financial Statements</b></p> <ul style="list-style-type: none"> <li>▶ Income statements</li> <li>▶ Balance sheets (position statements)</li> <li>▶ Cash flow statements</li> <li>▶ Performance indicators</li> </ul> <p><b>Decision Making</b></p> <ul style="list-style-type: none"> <li>▶ Finance based concepts and theories related to short-term decision making, to include relevant cost evaluation, opportunity costing and pricing</li> </ul> <p><b>Corporate Objectives</b></p> <ul style="list-style-type: none"> <li>▶ Finance based concepts and theories supporting the selection of long-term strategies to fulfil corporate objectives. examples would be the balanced scorecard, strategic management accounting, capital investment appraisal and overhead recovery (activity based costing versus traditional)</li> </ul> <p><b>Budgetary Control</b></p> <ul style="list-style-type: none"> <li>▶ Evaluation of the theory and practices relating to the role and effectiveness of budgetary control systems</li> </ul>	
<b>Learning Outcomes for the Unit:</b>	
At the end of this Unit, students will be able to:	
1.	Critically analyse financial statements.
2.	Critically appraise the contribution that financial and management accountancy theory can provide in support of the resolution of major business problems.
3.	Evaluate recommended solutions to complex finance based business problems.
4.	Critically evaluate sources of financing.

<b>Learning and teaching methods/strategies used to enable the achievement of learning outcomes:</b>	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
<b>Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:</b>	<b>Weighting:</b>
Examination: 3 hours duration, based on a case study (case study to be pre-issued)	100%
<b>Indicative Reading for this Unit:</b>	
<b>Main Text</b> Accounting for Non Accounting Students, 2010, J.R. Dyson, Prentice Hall	
<b>Alternative Texts and Further Reading</b> Financial Decision Making Course Reader, 2006, Pearson Publishers Management and Cost Accounting, 6th edition, 2004, C. Drury, Thomson Learning Management and Cost Accounting, 3rd edition, 2005, C.T. Horngren, et. al., Pearson Education Ltd Financial & Management Accounting, 3rd edition, 2003, P. Weetman, Pearson Education Ltd Journals to include: Accountancy Age, Harvard Business Review, Journal of Accountancy, Journal of Contemporary Accounting Research	
<b>Guideline for Teaching and Learning Time (10 hrs per credit):</b>	
50 hours	<b>Lectures / Seminars / Tutorials / Workshops</b> Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	<b>Directed learning</b> Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	<b>Self managed learning</b> Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

### 13.1.3 International Marketing Strategy Syllabus

Unit Title	International Marketing Strategy	
Unit Code	SM 0609	
Level	7 Diploma	
Credits	20	
Unit Leader	SB	
Pre-requisites		
<b>Main Aim(s) of the Unit:</b>		
<p>The unit enables the student to build on an existing knowledge of marketing practise and develop an international understanding of the principles of marketing strategy. The unit will develop the student's ability to critically analyse advanced strategic marketing techniques and the planning, implementation and control of these strategies. The unit requires the student to reflect on marketing theory and practices, in order to critically appraise and apply knowledge and understanding to organisational marketing decisions.</p>		
<b>Main Topics of Study:</b>		
<ul style="list-style-type: none"> <li>▶ International marketing strategy</li> <li>▶ Corporate and marketing objectives</li> <li>▶ Market research</li> <li>▶ Strategy tools and techniques</li> <li>▶ Segmentation</li> <li>▶ Strategic positioning</li> <li>▶ Market entry</li> <li>▶ Communication</li> </ul>		
<b>Learning Outcomes for the Unit:</b>		
At the end of this Unit, students will be able to:		
1.	Evaluate and apply the planning principles of international strategic marketing.	
2.	Critically evaluate the contribution of market segmentation and market research to international marketing.	
3.	Research, critique and evaluate marketing information to assess an organisation's current international marketing strategy and determine marketing mix strategies for new markets.	
<b>Learning and teaching methods/strategies used to enable the achievement of learning outcomes:</b>		
<p>Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.</p>		
<b>Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:</b>		<b>Weighting:</b>
Examination: 3 hours duration, based on a case study (case study to be pre-issued)		100%

**Indicative Reading for this Unit:****Main Text**

Principles of International Marketing, 2009, Michael Czinkota.& Ilkka Ronkainen, South Western College, International edition

**Alternative Texts and Further Reading**

Marketing Strategy and Management, 2007, Michael J. Baker, Basingstoke: Palgrave Macmillan

International Marketing: An SME Perspective, 2004, Sean De Burca, Richard Fletcher & Linden Brown, Harlow: Financial Times, Prentice Hall

International Marketing Strategy: Analysis, Development and Implementation, 2004, Isobel Doole & Robin Lowe, New York: Thomson

International Marketing, 2nd edition, 2006, Pervez Ghauri & Philip Cateora, London: McGraw-Hill

Global Marketing: A decision oriented approach, 4th edition, 2007, Sven Hollensen, Harlow: Pearson Education

Handbook of Research in International Marketing, 2005, Subhash Jain, Cheltenham, Edward Elgar

International Marketing: A Global Perspective, 3rd edition, 2006, H. Mühlbacher, H. Leihns & L. Dahringer, London: Thomson

Suggested Journals include:

Journal of International Business Studies, Journal of Small Business Management, Journal of Marketing Management, European Journal of Marketing, Journal of Strategic Marketing, Harvard Business Review, McKinsey Quarterly, Financial Times, The Economist

**Guideline for Teaching and Learning Time (10 hrs per credit):**

50 hours	<b>Lectures / Seminars / Tutorials / Workshops</b> Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	<b>Directed learning</b> Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	<b>Self managed learning</b> Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

### 13.1.4 Management of Change Syllabus

Unit Title	Management of Change	
Unit Code	MOC 0509	
Level	7 Diploma	
Credits	20	
Unit Leader	BHW	
Pre-requisites		
<b>Main Aim(s) of the Unit:</b>		
<p>In this unit, students will identify and analyse strategic issues and their associated organisational problems. Students will critically evaluate the strategic performance of organisations, and consider a range of approaches addressing complex change decisions in organisations. The unit will identify and evaluate current advances in strategic concepts and current strategic issues faced by organisations and consider the tensions between strategic analysis and strategic actions.</p>		
<b>Main Topics of Study:</b>		
<p><b>Concepts and Theories of Change</b></p> <ul style="list-style-type: none"> <li>▶ Review concepts and theories in academic literature and offer a range of resolutions addressing complex change decisions in organisations. Predictable and unpredictable change, behavioural and organisational implications, environmental and organisational triggers for change</li> </ul> <p><b>Challenges of Change Management</b></p> <ul style="list-style-type: none"> <li>▶ Evaluation of the contributions that change management and organisational development theory make to resolve the challenges of change. Organisational structure, culture, individuals and change. Leadership and strategies of change</li> </ul> <p><b>Research and Communication</b></p> <ul style="list-style-type: none"> <li>▶ Analysis of change management decisions</li> </ul>		
<b>Learning Outcomes for the Unit:</b>		
At the end of this Unit, students will be able to:		
1.	Analyse the individual, team and organisational responses to the management of change.	
2.	Critically review the approaches to leading change, change agents and organisational restructuring.	
3.	Assess a range of strategic change processes.	
4.	Evaluate the challenges that impact upon contemporary business organisations.	
<b>Learning and teaching methods/strategies used to enable the achievement of learning outcomes:</b>		
<p>Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.</p>		
<b>Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:</b>		<b>Weighting:</b>
Examination: 3 hours duration, based on a case study (case study to be pre-issued)		100%

**Indicative Reading for this Unit:****Main Text**

The Theory and Practice of Change Management, 4th edition, 2014, John Hayes, Palgrave Macmillan. ISBN: 978-1137289025

**Alternative Texts and Further Reading**

Making Sense of Change Management: A Complete Guide to the Techniques of Organisational Change, 2009, E. Cameron & M. Green

Managing Change in Organisations, 2003, C.A. Carnall, Harlow: FT/Prentice Hall

Strategic Management and Organisational Dynamics, 2003, R.D. Stacey, Harlow: Pearson Education

**Guideline for Teaching and Learning Time (10 hrs per credit):**

50 hours	<b>Lectures / Seminars / Tutorials / Workshops</b> Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	<b>Directed learning</b> Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	<b>Self managed learning</b> Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

### 13.1.5 Operations Management Syllabus

Unit Title	Operations Management
Unit Code	OM 0110
Level	7 Diploma
Credits	20
Unit Leader	RS
Pre-requisites	
<b>Main Aim(s) of the Unit:</b>	
<p>This unit requires the student to reflect upon a range of relevant and reliable operational management theories, processes and practices, in order to critically appraise and apply that knowledge and understanding to complex operational management decisions of both a long-term and short-term nature.</p>	
<b>Main Topics of Study:</b>	
<p><b>Operations and Global Competitiveness</b></p> <ul style="list-style-type: none"> <li>▶ Operations strategy</li> <li>▶ Global competition</li> <li>▶ Knowledge management</li> <li>▶ Strategy formulation and implementation</li> </ul> <p><b>Planning and Control</b></p> <ul style="list-style-type: none"> <li>▶ Forecasting</li> <li>▶ Enterprise planning</li> <li>▶ Quality issues</li> </ul> <p><b>Supply Chain Management</b></p> <ul style="list-style-type: none"> <li>▶ Definition</li> <li>▶ Strategy</li> <li>▶ Design</li> <li>▶ Role of technology</li> </ul> <p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>▶ Defining</li> <li>▶ Planning</li> <li>▶ Project scheduling</li> <li>▶ Control</li> </ul> <p><b>Improvement</b></p> <ul style="list-style-type: none"> <li>▶ Critical factors</li> <li>▶ Improvement</li> <li>▶ Total quality management</li> </ul>	

<b>Learning Outcomes for the Unit:</b>	
At the end of this Unit, students will be able to:	
1.	Identify and analyse the characteristics of operations management and the role it plays in organisational performance.
2.	Analyse and critically evaluate the importance of operations management in organisational strategic planning and the setting of performance objectives.
3.	Compare and contrast the variety of processes and methods used by operations managers to deliver efficiency, improvement and quality.
4.	Critically evaluate the contribution that operational management theory and application can provide in support of operational management problem resolution.
<b>Learning and teaching methods/strategies used to enable the achievement of learning outcomes:</b>	
Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.	
<b>Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:</b>	<b>Weighting:</b>
Examination: 3 hours duration, based on a case study (case study to be pre-issued)	100%
<b>Indicative Reading for this Unit:</b>	
<b>Main Text</b>	
Operations Management, 7th edition, by Professor Nigel Slack, Dr. Alistair Brandon-Jones & Professor Robert Johnson. ISBN: 978-0273776208	
<b>Alternative Texts and Further Reading</b>	
Operations & Process Management, 2012, S. Slack, S. Chambers, R. Johnson & A. Betts. ISBN: 978-0273751878	
Operations Management for MBA's, 3rd edition, 2006, J. Meredith & S. Shafer, John Wiley & Sons	
<b>Guideline for Teaching and Learning Time (10 hrs per credit):</b>	
50 hours	<b>Lectures / Seminars / Tutorials / Workshops</b> Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	<b>Directed learning</b> Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	<b>Self managed learning</b> Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.

### 13.1.6 People in Organisations Syllabus

Unit Title	People in Organisations	
Unit Code	PIO 0110	
Level	7 Diploma	
Credits	20	
Unit Leader	BHW	
Pre-requisites		
<b>Main Aim(s) of the Unit:</b>		
<p>This unit exposes the student to the theories that have created advances in the field of Organisational Behaviour (OB) by considering examples and cases that relate to theories and practices in exploiting and enhancing competitive advantage.</p> <p>The unit focuses on three areas of analysis: the individual, the group and the organisation and considers these in terms of the 'micro' and 'macro' perspectives and their roots in behavioural and social sciences.</p>		
<b>Main Topics of Study:</b>		
<ul style="list-style-type: none"> <li>▶ This unit takes three perspectives of analysis: the individual, the group and the organisation and breaks these down into two areas, the 'Micro' and the 'Macro'.</li> <li>▶ The unit starts with an analysis of the individual and the group and takes a 'Micro' approach to the field of OB. Here it explores areas such as personality, individual differences, employee attitudes and behaviour motivation, group formation and group decision-making.</li> <li>▶ The unit is completed by analysing the 'Macro' or big-picture approach and addresses the organisation as the primary area of analysis. Topics included are organisational structures, design, culture, climate and change management.</li> </ul>		
<b>Learning Outcomes for the Unit:</b>		
At the end of this Unit, students will be able to:		
1.	Critically examine the nature of organisational behaviour and its concepts and theories in determining what influences the behaviour of people at work.	
2.	Critically evaluate individual differences as they affect individual behaviours in the workplace.	
3.	Critically review the social processes that take place in the context of work organisations.	
4.	Examine and evaluate the effects of organisation design on the behaviour of people in organisations.	
<b>Learning and teaching methods/strategies used to enable the achievement of learning outcomes:</b>		
<p>Learning takes place on a number of levels through lectures, class discussion including problem review and analysis. Formal lectures provide a foundation of information on which the student builds through directed learning and self managed learning outside of the class. The students are actively encouraged to form study groups to discuss course material which fosters a greater depth learning experience.</p>		
<b>Assessment methods which enable the student to demonstrate the learning outcomes for the Unit:</b>		<b>Weighting:</b>
Examination: 3 hours duration, based on a case study (case study to be pre-issued)		100%

**Indicative Reading for this Unit:****Main Text**

Work and Organisational Behaviour, 2007, J. Bratton, Palgrave

**Alternative Texts and Further Reading**

Organisational Behaviour, 2005, S. Robbins, Pearson

Organisational Behaviour and Analysis, 4th edition, 2008, D. Rollinson, FT Prentice Hall

*Suggested journals include:*

Management Today, Human Resource Management, Personnel Management, British Journal of Management, Journal of Management Studies

**Guideline for Teaching and Learning Time (10 hrs per credit):**

50 hours	<b>Lectures / Seminars / Tutorials / Workshops</b> Tutorial support includes feedback on assignments and may vary by college according to local needs and wishes.
50 hours	<b>Directed learning</b> Advance reading and preparation / Class preparation / Background reading / Group study / Portfolio / Diary etc.
100 hours	<b>Self managed learning</b> Working through the course text and completing assignments as required will take up the bulk of the learning time. In addition students are expected to engage with the tutor and other students and to undertake further reading using the web and/or libraries.