



UNIVERSITY OF
CAMBRIDGE

Institute of Continuing Education

Undergraduate Certificate in Strategic Business and Management

2021 – 2022

Course code: 2122CCBS01

COURSE GUIDE

Welcome to the **Undergraduate Certificate in Strategic Business and Management**, a University of Cambridge award offered by the Institute of Continuing Education (ICE). The Certificate is taught and awarded at FHEQ level 4 (i.e. first-year undergraduate level) and attracts 60 credits. The award is completed in one academic year. For further information about academic credit please see our website: <http://www.ice.cam.ac.uk/studying-with-us/information-for-students/qualifications-that-we-offer>.

The course offers three termly units and a syllabus and reading and resource list for each of these units are included in this course specification.

The course aims to:

1. Provide students with fundamental knowledge in understanding of organisations, their management, the economy and the business environment
2. Prepare students for working and developing a career in business and management
3. Enable students with a range of skills and attributes to become effective global citizens, including awareness of ethics, sustainability and responsibility

Transferable skills for further study and employability

1. The capacity for independent thought and judgement
2. The development of independent learning, study and time management skills
3. The deployment of skills in critical reasoning
4. The development of competence in using IT to support one's work
5. The ability to work with others, productively and equitably
6. The qualities necessary for employment requiring the exercise of some personal responsibility and the demonstration of high levels of motivation and personal commitment through part-time study

Study hours

The award of academic credit is a means of quantifying and recognising learning and within the UK, one credit notionally represents 10 hours of learning¹. Each of the units in this course attracts 20 credits so students should expect to need to study for approximately 200 hours in total to complete each unit successfully. However, it is recognised that students study at different paces and use a variety of approaches, so this is a recommendation, rather than a hard-and-fast calculation.

Teaching

This course is delivered wholly online and will use a variety of remote learning methods. Specifically this involves using video-based teaching platforms and an online course Virtual Learning Environment. Teaching methods will include, but are not limited to, lectures, presentations by guest speakers and facilitators, interactive and experiential learning activities, reading and assignments to be completed by participants outside classroom sessions and online discussion forums.

¹ 'Academic credit in higher education in England – an introduction'. The Quality Assurance Agency for Higher Education, 2009

Teaching staff

Course Director: Dr Rajeev K Bali

Dr Rajeev K Bali has over 22 years' experience in Higher Education. In addition to directing his own international consulting practice, he also teaches on behalf of the *London School of Economics and Political Science (LSE)* and at the *University of Aberdeen*. He has consulted with or led projects for such institutions as the *World Bank* (Washington DC, USA), the *NHS* (UK), *Johns Hopkins University* (Baltimore, USA) as well as numerous start-ups and SMEs. Holding a PhD in change management, Dr Bali is an active researcher in management, technology and healthcare and is well published including 9 textbooks and over 120 peer-reviewed articles. He has been a Visiting Professor, Visiting Lecturer or Management Consultant in such locations as Chicago, Toronto, Baltimore, Washington DC, Atlanta, Dubai, Muscat, Doha, Singapore and Kuala Lumpur. His teaching style is highly interactive using different techniques (including the flipped classroom, case studies and storytelling) in order to foster and maintain good engagement. His "twin pillar" experience ensures that academic rigour is accompanied by commercial relevance. He was the recipient of an internal *Teaching Excellence Award* which recognised his good practice and overall student satisfaction.

Administrative staff

Head of Academic Centre Administration, Professional Studies: Zara Kuckelhaus, Institute of Continuing Education, University of Cambridge, Madingley Hall, Madingley, Cambridge, CB23 8AQ, 01223 746204 zara.kuckelhaus@ice.cam.ac.uk

Academic Centre Coordinator (Professional Studies): Susannah Lewis, Institute of Continuing Education, University of Cambridge, Madingley Hall, Madingley, Cambridge, CB23 8AQ, 01223 746227 susannah.lewis@ice.cam.ac.uk

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Please also refer to the 'information for students' section on ICE's website <http://www.ice.cam.ac.uk/studying-with-us/information-for-students> and the relevant Student Handbook for award-bearing courses for further information and guidance relating to all aspects of the course including study skills, assignments, assessment and moderation. The Course Information and Help and Guidance section of the ICE VLE will also contain valuable information specific to your course.

Information correct as at 18/06/2021

Syllabus

Unit 1: Strategic Management

Start date	8 October 2021	Assignment deadlines	3 December 2021 5 January 2022
Study days	8 October 2021 22 October 2021 5 November 2021 19 November 2021	Blog Writing (w/c)	11 October 2021 25 October 2021 12 November 2021
Venue	Online Learning		

Aims

Unit 1 Strategic Management aims:

1. to provide students with knowledge of fundamental concepts and frameworks widely used to inform and influence strategic business decision making
2. to enable students to apply theoretical concepts and use their understanding and insight gained throughout the unit to interpret strategic decisions independently
3. to enable students to make strategic decisions based on different types of data and as part of a group

Content

The module sharpens the student's abilities to "think strategically" and to analyse and evaluate issues from the perspective of the total enterprise. The student gains an appreciation for the importance of building a sustainable competitive advantage along with the tools to use in analysing real life management issues and an understanding of the theoretical debates from which these tools have emerged.

Topics covered include:

1. strategy management process and the environment
2. foundations of competitive strategy
3. corporate strategy and leadership
4. strategic implementation and control
5. governance

Presentation of the unit

Unit 1 consists of four study days / online lectures, with three blog posts to be completed in the intervening weeks. Students are expected to attend all webinars and actively engage in the online learning activities. Following the study days, students are asked to produce individual blogs linked to the content covered and the second assignment. Unit 1 finishes with the submission of an individual essay.

The content, activities and interaction for the unit will be delivered remotely using video-based teaching platforms and an online course Virtual Learning Environment (VLE). Based on the flipped classroom approach, teaching and learning for the unit are delivered through a combination of formal presentations by the tutor, a range of interactive and participatory methods of teaching and learning and through reading and

tasks to be undertaken individually by students outside the unit sessions. These methods of teaching and learning may include small and whole group discursive sessions, structured seminar discussions, readings set through the VLE and oral presentations.

Course Structure

Date	Indicative Content
Study Day 1: 8 Oct 2021	Induction to the course, and introduction to the content
Blog Writing: w/c 11 Oct 2021	Following from the content covered, and additional reading suggested in study day 1
Study Day 2: 22 October 2021	Strategic Leadership and Strategic Direction
Blog Writing: w/c 25 Oct 2021	Following from the content covered, and additional reading suggested in study day 2
Study Day 3: 5 November 2021	Corporate Strategy
Blog Writing: w/c 8 Nov 2021	Following from the content covered, and additional reading suggested in study day 3
Study Day 4: 19 Nov 20201	Strategic Control and Restructuring
Assignment 1 Submission: 3 December 2021	Individual Presentation
Assignment 2 Submission: 5 January 2022	Essay (1500 words)

Learning Outcomes

As a result of the unit, within the constraints of the time available, students should be able to:

1. evaluate concepts and frameworks to address challenging strategic management problems
2. communicate strategic arguments and decisions
3. make strategic decisions based on analysis of quantitative and qualitative data

Student assessment

In Unit 1 students will submit two summative assessment components, an individual essay and an individual presentation. Throughout the online learning programme students are also expected to submit fortnightly blogs. These should reflect learning experience, insight, understanding and any challenges. The blogs are formative and should support students learning and completion of assignments.

Assignment (1): Individual presentation

Weighted at 60% of the overall unit mark

Students are required to give a 10 minute individual presentation based on a case study of their choice. The case study should focus on a strategic management decision that had detrimental consequences on a company, the environment and or society.

Presentation

The presentation should give background information of the case chosen and explain the strategic management process of the case. For this purpose students are required to research the case and use different types of data (quantitative and qualitative data) as evidence. This should be supported by theoretical concepts and frameworks. The student should then present their own interpretation of the strategic management process and how they would have approached the situation in order to minimise or avoid detrimental consequences for the company, environment or society.

The presentation should be supported by references and submitted electronically before the presentation has taken place. Students may choose any presentation format, e.g. power point, prezi, posters, and it can be narrated/voiced over in PowerPoint. It must last no longer than 10 minutes.

The presentation assesses learning outcomes two and three:

- communicate strategic arguments and decisions
- make strategic decisions based on analysis of quantitative and qualitative data

Closing date for the submission of assignment 1: Friday 3 December 2021 by 12.00 (noon) GMT *

*Greenwich Mean Time

Assignment (2): Individual Essay (1500 words):

Critically discuss the applicability and utility of two different strategic management theories in either public or private organizations

Weighted at 40% of the overall unit mark

Students are required to write an individual essay of 1500 words* that critically discusses the applicability and utility of two different strategic management theories in either public or private organizations. The individual essay is summative and counts 40% to the overall unit mark.

The blog writing completed throughout the unit should facilitate critical discussion which can then be drawn upon in this assignment.

The individual essay assesses learning outcome one:

- evaluate concepts and frameworks to address challenging strategic management problems

*Word count does not include references. Some of the references from the wider reading list, as well as the core text, might be helpful for this assignment, and students are expected to conduct their own research and utilise relevant references in written work.

Closing date for the submission of assignment 2: Wednesday 5 January 2022 by 12.00 (noon) GMT **

*Greenwich Mean Time

Unit 1 Reading and resource list

Books

Author / editor	Year of publication	Book title OR chapter in book, page numbers & book title and editors	Publisher and place of publication
Harrison, J. S., & John, C. H. S.	2014	Foundations in strategic management.	Cengage Learning. South-Western. USA
Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E.	2017	Strategic management and business policy	Pearson. Upper Saddle River, New Jersey.
Ginter, P. M., Duncan, J., & Swayne, L. E.	2018	The Strategic Management of Healthcare Organizations	John Wiley & Sons. New Jersey
Ferlie, E., & Ongaro, E.	2015	Strategic management in public services organizations: Concepts, schools and contemporary issues	Routledge. Abingdon
Marcus, A. A., & Cohen, A. N.	2017	Management strategy: Achieving sustained competitive advantage	McGraw-Hill. Boston.MA.

Journal articles:

Author	Year of publication	Title of article	Name of journal	Volume no. and page numbers.
Andergassen, R., Candela, G., & Figini, P.	2017	The management of tourism destinations: A policy game	Tourism economics	23(1), 49-65
Dobbs, M.E.	2014	Guidelines for applying Porter's five forces framework: a set of industry analysis templates	Competitiveness Review	24(1), 32-45
Durand, R., Grant, R. M., & Madsen, T. L.	2017	The expanding domain of strategic management research and the quest for integration	Strategic Management Journal	38(1), 4-16
Guo, Y., Huy, Q. N., & Xiao, Z.	2017	How middle managers manage the political environment to achieve market goals: Insights from China's state-owned enterprises	Strategic Management Journal	38(3), 676-696
Karakaya, E., & Karakaya, G.	2017	Developing a risk management framework and risk assessment for non-profit organizations: A case study	In Risk Management, Strategic Thinking and Leadership in the Financial	pp. 297-308. Springer, Cham

			Services Industry	
Menon, A. R., & Yao, D. A.	2017	Elevating repositioning costs: Strategy dynamics and competitive interactions	Strategic Management Journal	38(10), 1953-1963
Rowley, T. J., Shipilov, A. V., & Greve, H. R.	2017	Board reform versus profits: The impact of ratings on the adoption of governance practices	Strategic Management Journal	38(4), 815-833
Steinbach, A. L., Holcomb, T. R., Holmes, R. M., Devers, C. E., & Cannella, A. A.	2017	Top management team incentive heterogeneity, strategic investment behavior, and performance: A contingency theory of incentive alignment	Strategic Management Journal	38(8), 1701-1720
Vallaster, C.	2017	Managing a Company Crisis through Strategic Corporate Social Responsibility: A Practice-Based Analysis	Corporate Social Responsibility and Environmental Management	24(6), 509-523
Villani, E., Greco, L., & Phillips, N.	2017	Understanding Value Creation in Public-Private Partnerships: A Comparative Case Study	Journal of Management Studies	54(6), 876-905
Vining, A. R.	2011	Public agency external analysis using a modified "five forces" framework	International Public Management Journal	14(1), 63-105

Syllabus

Unit 2: Accounting and Finance

Start date	5 January 2022	Assignment deadlines	4 March 2022 23 March 2022
Study Days	7 January 2022 21 January 2022 4 February 2022 18 February 2022	Blog Writing (w/c)	10 January 2022 24 January 2022 7 February 2022
Venue	Online Learning		

Aims

Unit 2 Accounting and Finance aims are to:

1. provide students with knowledge of fundamental concepts and frameworks widely used in accounting and finance
2. enable students to apply theoretical concepts and use their understanding and insight gained throughout the unit to interpret financial information internally and externally
3. enable students to make basic financial/ investment decisions based on different types of data and as part of a group

Content

This unit aims to provide an introductory understanding of financial reporting and decision making by companies. The first part of the unit examines fundamental accounting concepts, and shows how to construct and interpret company accounts, a critical source of information to outside investors. The second part tackles the three key areas of company decision making: the capital budgeting decisions of how the company should invest; the financing decisions of how the company should raise the investment capital; and the payout decisions of how the company should compensate its shareholders.

Topics covered include:

1. fundamental accounting concepts
2. how to construct and interpret company accounts, a critical source of information to outside investors
3. the capital budgeting decisions of how the company should invest
4. the financing decisions of how the company should raise the investment capital
5. the payout decisions of how the company should compensate its shareholder

Presentation of the unit

Unit 2 consists of four study days / online lectures, with three blog posts to be completed in the intervening weeks. Students are expected to attend all webinars and actively engage in the online learning activities. Following the study days, students are asked to produce individual blogs linked to

the weekly learning programme and linked to the second assignment. Unit 2 finishes with an individual podcast that can explore one of two topics and questions.

The content, activities and interaction for the unit will be delivered remotely using video-based teaching platforms and an online course Virtual Learning Environment (VLE). Based on the flipped classroom approach, teaching and learning for the unit are delivered through a combination of formal presentations by the tutor, a range of interactive and participatory methods of teaching and learning and through reading and tasks to be undertaken individually by students outside the unit sessions. These methods of teaching and learning may include small and whole group discursive sessions, structured seminar discussions, readings set through the VLE and oral presentations.

Course Structure

Date	Indicative Content
Study Day 1: 7 January 2022	What is Accounting? Exploring the difference between Financial and Management Accounting
Blog Writing: w/c 10 January 2022	Following from the content covered, and additional reading suggested in study day 1
Study Day: 21 January 2022	Financial Accounting
Blog Writing: w/c 24 January 2022	Following from the content covered, and additional reading suggested in study day 2
Study Day 3: 4 February 2022	Exploring Standard Costing and Variance Analysis & Budgeting
Blog Writing: w/c 7 February 2022	Following from the content covered, and additional reading suggested in study day 3
Study Day 4: 18 February 2022	Financial Management
Assignment 1 Submission: 4 March 2022	Individual Presentation
Assignment 2 Submission: 23 March 2022	Individual Podcast

Learning Outcomes

As a result of the unit, within the constraints of the time available, students should be able to:

1. construct the company financial statements (plus journal, ledger and trial balance) from a jumble of raw data
2. read the annual report of major companies and interpret their financial statements using financial ratios
3. identify and finance the investments companies should undertake and should have learnt why and how companies compensate their investors

Student assessment

In Unit 2 students will submit two summative assessment components, an individual presentation and an individual podcast. Throughout the online learning programme students are also expected to submit fortnightly blogs. These should reflect learning experience, insight, understanding and any challenges. The blogs are formative and should support students learning and completion of the assignments.

Assignment (1): individual presentation

Weighted at 60% of the overall unit mark

Students are required to give a 10 minute individual presentation based on an annual report and financial statements of a well-known national or international company freely available online (e.g. Tesco, John Lewis). The presentation should highlight what strategic financial decisions the CEO of the chosen company would make for the next five financial years based on the annual report and financial accounts published. The presentation is summative and counts 60% to the overall unit mark.

The presentation should be supported by references and submitted electronically before the presentation has taken place. Students can choose any presentation format, e.g. power point, prezi, posters. The presentations assess learning outcome one, two and three:

- construct the company financial statements (plus journal, ledger and trial balance) from a jumble of raw data
- read the annual report of major companies and interpret their financial statements using financial ratios
- identify and finance the investments companies should undertake and should have learnt why and how companies compensate their investors

Students should be able to communicate strategic financial decisions and make strategic financial decisions based on different types of data.

The presentation should be no longer than 10 minutes and can be narrated/ voiced over in PowerPoint.

Closing date for the submission of assignment 1: Friday 4 March 2022 by 12.00 (noon) GMT*

*Greenwich Mean Time

Assignment (2): Individual Podcast

Weighted at 40% of the overall unit mark

Students are required to record an individual podcast of 7 minutes that critically discusses one of the following topics and questions:

1. Harmonisation of European accounting: What impact does it have on public, non-profit or private organizations?
2. Equity investor compensation: What compensation methods exist and what role does ethics play?

The individual podcast is summative and counts 40% to the overall unit mark. It may be helpful to note that 7 minutes of recording is equivalent to approximately 2000 words.

The individual podcast assesses learning outcome one and three on a theoretical basis:

- construct the company financial statements (plus journal, ledger and trial balance) from a jumble of raw data
- identify and finance the investments companies should undertake and should have learnt why and how companies compensate their investors

Students should be able to demonstrate knowledge and understanding of theoretical concepts and frameworks and evaluate these to address the topic in question. References should be submitted as

a separate word document. Some of the references from the wider reading list of unit 2 might be helpful for the essay, and while it is expected that the assignment refer to the chapters of the core reading students are also expected to conduct further research in the area of interest.

The assignment should be submitted electronically.

Closing date for the submission of assignment 2: Wednesday 23 March 2022 by 12.00 (noon) GMT *

*Greenwich Mean Time

Unit 2 Reading and resource list

Books

Author / editor	Year of publication	Book title OR chapter in book, page numbers & book title and editors	Publisher and place of publication
Atrill, P., & McLaney, E. J.	2017	Accounting An Introduction. (10th Edition)	Pearson Education. Harlow, England.
Cashin, C., Bloom, D., Sparkes, S., Barroy, H., Kutzin, J., O'Dougherty, S., & World Health Organization.	2017	Aligning public financial management and health financing: sustaining progress toward universal health coverage.	World Health Organization.
Finkler, S. A., Smith, D. L., Calabrese, T. D., & Purtell, R. M.	2016	Financial management for public, health, and not-for-profit organizations. (4th Edition)	Pearson. Upper Saddle River, New Jersey.
Fox, R. P., & Madura, J.	2017	International Financial Management (4th Edition)	Cengage Learning. South-Western. USA
Henderson, S., Peirson, G., Herbohn, K., & Howieson, B.	2015	Issues in financial accounting	Pearson Higher Education AU
Scott, P.	2016	Accounting for Business. Second edition.	Oxford University Press. New York, United States of America
Titman, S., Keown, A. J., & Martin, J. D.	2017	Financial management: Principles and applications.	Pearson Education, Harlow, England.
Vernimmen, P., Quiry, P., Dallochio, M., Le Fur, Y., & Salvi, A.	2014	Corporate finance: theory and practice.	John Wiley & Sons. New Jersey
Walton, P.	2016	Aiming for Global Accounting Standards–The International Accounting Standards Board 2001–2011	Oxford University Press, New York, USA

Journal articles:

Author	Year of publication	Title of article	Name of journal	Volume no. and page numbers.
Karadag, H.	2015	Financial management challenges in small and medium-sized enterprises: A strategic management approach	Emerging Markets Journal	5(1), 26
Rossi, F. M., Cohen, S., Caperchione, E., & Brusca, I.	2016	Harmonizing public sector accounting in Europe: thinking out of the box.	Public Money & Management	36(3), 189-196
Wang, C.	2014	Accounting standards harmonization and financial statement comparability: Evidence from transnational information transfer	Journal of Accounting Research	52(4), 955-992
Oulasvirta, L. O.	2014	Governmental financial accounting and European harmonisation: Case study of Finland	Accounting, Economics and Law	4(3), 237-263
Biondi, Y.	2017	Harmonising European Public Sector Accounting Standards (EPSAS): Issues and Perspectives	Accounting, Economics, and Law: A Convivium	7(2), 117-123
Bloomfield, M. J., Brüggemann, U., Christensen, H. B., & Leuz, C.	2017	The Effect of Regulatory Harmonization on Cross-Border Labor Migration: Evidence from the Accounting Profession	Journal of Accounting Research	55(1), 35-78
Ferri, F., & Oesch, D.	2016	Management influence on investors: Evidence from shareholder votes on the frequency of say on pay	Contemporary Accounting Research	33(4), 1337-1374
Sengupta, P., & Zhang, S.	2015	Equity-Based Compensation of Outside Directors and Corporate Disclosure Quality	Contemporary Accounting Research	32(3), 1073-1098
Seidman, J. K., & Stomberg, B.	2017	Equity Compensation and Tax Avoidance: Disentangling Managerial Incentives from Tax Benefits and Reexamining the Effect of Shareholder Rights	The Journal of the American Taxation Association	39(2), 21-41
Burns, N., McTier, B. C., & Minnick, K.	2015	Equity-incentive compensation and payout policy in Europe	Journal of Corporate Finance	30, 85-97

Syllabus

Unit 3: Marketing

Start date	28 March 2022	Assignment deadlines	1 June 2022 10 June 2022
Study Days	8 April 2022 22 April 2022 6 May 2022 20 May 2022	Blog writing (w/c)	11 April 2022 25 April 2022 9 May 2022
Venue	Online Learning		

Aims

Unit 3 Marketing aims to:

1. provide students with knowledge of fundamental concepts and frameworks widely used in marketing
2. enable students to apply theoretical concepts and use their understanding and insight gained throughout the unit to interpret marketing decisions independently
3. enable students to make strategic marketing decisions based on different types of data and as part of a group

Content

This unit examines how marketing contributes to business strategy, specifically how marketing plans are developed, implemented and evaluated over time. The unit also helps the student in developing the conceptual, technical and interpersonal skills marketing managers need to communicate effectively in the business world.

Topics covered include:

- the nature and role of marketing: the marketing concept, market orientation and the marketing mix
- customer decision-making: segmentation, targeting and positioning
- competitor analysis and positioning
- product and brand management
- pricing decisions
- channel management
- marketing communication

Presentation of the unit

Unit 3 consists of four study days, with three blog posts to be completed in the intervening weeks. Students are expected to attend all webinars and actively engage in the online learning activities. Following the study days, students are asked to produce individual blogs linked to the weekly

learning programme and linked to the second assignment. Unit 3 finishes with an individual reflection that discusses how learning about marketing has influenced the students' consumer behaviour.

The content, activities and interaction for the unit will be delivered remotely using video-based teaching platforms and an online course Virtual Learning Environment (VLE). Based on the flipped classroom approach, teaching and learning for the unit are delivered through a combination of formal presentations by the tutor, a range of interactive and participatory methods of teaching and learning and through reading and tasks to be undertaken individually by students outside the unit sessions. These methods of teaching and learning may include small and whole group discursive sessions, structured seminar discussions, readings set through the VLE and oral presentations.

Course Structure

Date	Indicative Content
Study Day 1: 8 April 2022	Defining Marketing and The Marketing Process
Blog Writing: w/c 11 April 2022	Following from the content covered, and additional reading suggested in study day 1
Study Day 2: 22 April 2022	The Market and Customer Value – exploring customer value driven marketing strategies and how to build value.)
Blog Writing: w/c 25 April 2022	Following from the content covered, and additional reading suggested in study day 2
Study Day 3: 6 May 2022	Marketing channels and communication
Blog Writing: w/c 9 May 2022	Following from the content covered, and additional reading suggested in study day 3
Study Day 4: 20 May 2022	Sustainable and Ethical Marketing
Assignment 1 Submission: 1 June 2022	Individual presentation
Assignment 2 Submission: 10 June 2022	Individual reflection and analysis report

Learning Outcomes

As a result of the unit, within the constraints of the time available, students should be able to:

1. display a fundamental understanding of the marketing management process in different environments, contexts and situations
2. be able to understand and make a case for the role of marketing within the firm
3. be able to develop, implement and evaluate marketing plans over time
4. be able to analyse customers and competitors

Student assessment

In Unit 3 students will submit two summative assessment components, an individual presentation and an individual reflection. Throughout the online learning programme students are also expected to submit fortnightly blogs. These should reflect learning experience, insight, understanding and any challenges. The blogs are formative and should support students learning and completion of the assignments, particularly assignment 2.

Assignment (1): Individual presentation

Weighted at 60% of the overall unit mark

Students are required to develop a marketing campaign and give an individual presentation. Students can select a topic that they feel would be of help and interest to them. This assignment may be viewed as an opportunity for your future career path/business interest. The presentation is summative and counts as 60% towards the overall unit mark.

The presentation should be supported by references and submitted electronically after the presentation has taken place. The presentation assesses learning outcomes one, two, three and four. Students should:

- display a fundamental understanding of the marketing management process in different environments, contexts and situations
- be able to understand and make a case for the role of marketing within the firm
- be able to develop, implement and evaluate marketing plans over time
- be able to analyse customers and competitors

Students should be able to communicate strategic decisions and make strategic decisions based on different types of data driven by marketing understanding and knowledge.

Closing date for the submission of assignment: Friday 1 June 2022 by 12.00 (noon) BST *

*British Summer Time

Assignment (2): Individual Reflection and Analysis Report (1500 words)

Weighted at 40% of the overall unit mark

Students are required to write an individual reflection that discusses how learning about marketing has influenced the students' consumption behaviour. For this assignment students are expected to draw on their individual blogs. The individual essay is summative and counts 40% to the overall unit mark.

The focus for this assignment is how learning about certain marketing concepts has had an effect on the student's own consumption behaviour. The reflection should be an analysis of the students own consumption behaviour. What has changed, how did it start, how did it make the student feel while changing the behaviour, was this a conscious decision?

The individual reflection and analysis report assesses learning outcome one and four. Students should:

- display a fundamental understanding of the marketing management process in different environments, contexts and situations
- be able to analyse customers and competitors

Students should be able to demonstrate knowledge and understanding of theoretical concepts and frameworks and evaluate these through personal reflection. The total word count does not include references. Some of the references from the wider reading list might be helpful for the assignment and the reflection should be submitted electronically.

Closing date for the submission of assignment: Friday 10 June 2022 by 12.00 (noon) BST*

*British Summer Time

Unit 3 Reading and resource list

Books

Author / editor	Year of publication	Book title OR chapter in book, page numbers & book title and editors	Publisher and place of publication
Armstrong, G., Kotler, P., & Opresnik, M. O.	2017	Marketing An Introduction. 13th Edition.	Pearson Education. Harlow, England.
Eyal, N.	2015	Hooked: How to build habit-forming products.	Penguin, USA.
Raffael, T.	2017	Gaining Traction	Raffael. Poland.
Piercy, N. F.	2017	Market-led strategic change: Transforming the process of going to market.	Taylor & Francis. Routledge. Abingdon. Oxon.
West, D. C., Ford, J., & Ibrahim, E.	2015	Strategic marketing: creating competitive advantage.	Oxford University Press, USA.
Charter, M. (Ed.).	2017	Greener marketing: A responsible approach to business.	Routledge. Abingdon. Oxon.
Blakeman, R.	2018	Integrated marketing communication: creative strategy from idea to implementation.	Rowman & Littlefield. Maryland, USA.

Journal articles:

Author	Year of publication	Title of article	Name of journal	Volume no. and page numbers.
Payne, A., Frow, P., & Eggert, A.	2017	The customer value proposition: evolution, development, and application in marketing.	Journal of the Academy of Marketing Science	45(4), 467-489
Grewal, D., Roggeveen, A. L., Sisodia, R., & Nordfält, J.	2017	Enhancing customer engagement through consciousness.	Journal of Retailing	93(1), 55-64
Luangrath, A. W., Peck, J., & Barger, V. A.	2017	Textual paralanguage and its implications for marketing communications.	Journal of Consumer Psychology	27(1), 98-107
Van Kerrebroeck, H., Brengman, M., & Willems, K.	2017	When brands come to life: experimental research on the vividness effect of Virtual Reality in transformational marketing communications.	Virtual Reality	21(4), 177-191.
Felix, R., Rauschnabel, P. A., & Hinsch, C.	2017	Elements of strategic social media marketing: A holistic framework.	Journal of Business Research	70, 118-126
Kienzler, M., & Kowalkowski, C.	2017	Pricing strategy: A review of 22 years of marketing research.	Journal of Business Research	78, 101-110.

TIMETABLE

Michaelmas term

Unit 1: Strategic Management

Unit start date	8 October 2021
Content delivery	8 October 2021 - 19 November 2021
Assignment deadlines	1. Assignment 1: 3 December 2021 2. Assignment 2: 5 January 2022
Unit end date	5 January 2022

Lent term

Unit 2: Accounting and Finance

Unit start date	7 January 2022
Content Delivery	7 January 2022 – 18 February 2022
Assignment deadlines	1. Assignment 1: 4 March 2022 2. Assignment 2: 23 March 2022
Unit end date	23 March 2022

Easter term

Unit 3: Marketing

Unit start date	28 March 2022
Webinars/Lectures and Blog writing	8 April 2022 – 20 May 2022
Assignment deadlines	1. Assignment 1: 1 June 2022 2. Assignment 2: 10 June 2022
Unit end date	10 June 2022

Whilst every effort is made to avoid changes to this programme, published details may be altered without notice at any time. The Institute reserves the right to withdraw or amend any part of this programme without prior notice.