

Business Strategy

I. Lecturers

- Lectures: Spencer Hamilton

II. Objectives

Corporate strategy considers the company as a whole : that is from a general managerial viewpoint. However, the other functions, marketing, production, human resources management, finance...) only consider one of the multiple aspects of this company.

Corporate strategy is more than a synthesis of the other functions : it makes use of their information, but applies its own specific methodologies.

Strategic choices are the core of corporate strategy : success demands efficient implementation. The latter entails setting up a suitable organizational structure, and a corporate culture appropriate to the strategic objectives. Finally, corporate strategy is defined through processes which must be analysed and understood in order to reach a strategic decision.

Corporate executives are at the core of the process of defining this corporate strategy, just as they are central to setting it up.

This course presents the elements which are essential to defining objectives and developing strategies to meet those objectives..

SPECIFIC OBJECTIVES

A study of corporate strategy enables students to :

- **integrate** the strategic procedure for understanding and preparing a company's long term development ;
- effect a global diagnosis of the company and its environment with the ability to appraise its capacities for facing and adapting to changes ;
- **formulate** a development strategy
- **analyse** and **understand** the problems relating to setting up a strategy plan ;
- understand decision-making processes and evaluate their impact on strategic decisions ;
- **decode** the identity of an organization and analyse the components of a corporate culture

At the end of the course, students should be able to:

- provide a **global analysis** of a sector of activity and appraise its potential ;
- situate a company in its competitive environment ;
- determine the **problematics** of a company (agency theory) ;
- define a coherent **strategic plan of action** and be aware of implementation difficulties.

This corporate strategy course uses numerous case studies which are dealt with in tutorials and during the Strategic Decision Workshop at the end of the period.

COURSE CONTENT

Strategy

- general presentation – review of corporate strategy – the concept of strategy, systemic approach ;
- sectorial analysis, participants inside the strategic domain ;
- competitive edge ; notion of strategic action domain ; strategic segmentation
- the basic strategies (generic strategies) ; cost, differentiation, specialization strategies.

Structure

- Organization, types of structure (functional, divisional, matrical) ;
- Study of different types of organization
- Strategy – culture link.

Decision making process

- Fundamental models/composite models
- Strategic planning tools, notion of strategic instrument panel, following through and implementing decisions.

Identity

- Power models/internal and external possessors of influence
- Managing corporate identity.

Synthesis : strategic management.

III. Evaluation system

- | | |
|---|-----|
| ○ Participation & Continuous assessment | 50% |
| ○ final examination | 50% |

IV. Essential reading

Excerpts from STRATEGIC MANAGEMENT 7th ed. Irwin McGraw-Hill

Year 3	Semester 2			Nice Center
Code : IMGT0601	ECTS : 6	Lectures: 24	Tutorial: 12	
Prerequisites	Principles of marketing, principles of finance			
Corequisites				

Business Ethics and Corporate Social Responsibility

Year 3	Semester 1			Nice Centre
Code : BBA 3	ECTS : 3	Lectures: 9h	Tutorial: 9h	

I. Lecturer

Spencer Hamilton

II. Objectives

The course provides an understanding and appreciation of some of the major moral and ethical problems that may be encountered by business managers of today in order to produce responsible managers of the future able to take a rational, honest and fair approach when faced with ethical dilemmas in the workplace.

III. Course Content

Real ethical scenarios are examined to introduce each topic, leading to deeper discussion at the end of each session. Topics covered in the course are the following:

- o An introduction to the theoretical background of ethics
- o Ethical decision making and contemporary issues
- o Corporate Social Responsibility
- o The firms interaction with the environment
- o Ethics and Information Technology
- o Ethics and Financial reporting
- o Strategic planning and ethical corporate culture
- o Ethics training programmes and the Ethical audit

Teaching Methods

Classes will be a mix of formal input, practical exercises and discussions using a variety of real life case study scenarios.

III. Evaluation system

- | | |
|-------------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ final examination (2 hours) | 50% |

IV. Essential reading

- | | |
|---------------------------------|-----------------------|
| ○ Journal articles | |
| ○ Understanding Business Ethics | Stanwick and Stanwick |

IPAG

Title	FRENCH CULTURE AND CIVILIZATION						
Code		Period	IBMP	Semester	1,2	Year	3
Course Length	36 hours	Lecture	24	TUT 12			
ECTS Credits	6						
Prerequisites		None					
Corequisites							

Lecturer:

Anne Bouffet
Anais Di Rico
Jean-Luc Vannier

I.-Aims and Objectives

The course introduces the students to the culture, society and recent history of France.

The aim is to provide a more thorough understanding of French culture and civilization by presenting certain aspects of contemporary France in an attempt to make the themes wide-ranging, varied and viewed from a multidisciplinary perspective (economic, cultural, political and social).

These different aspects together show that France is a multicultural society struggling to preserve what is meant by "l'exception française", or that which is distinctively French.

II. – Course Content

French Institutions and Policy making

The constitution of the 5th Republic and the Presidency
The multiplicity of French political parties
Education and elitism - the effects of May 1968
Decentralisation and the importance of the 'Regions'
France in Europe - a market of 59 million consumers

Aspects of French Culture

Literature, theatre and cinema
Television, from state monopoly to privatisation and the media
Food and wine, French haute and nouvelle cuisine
Sport, games and pastimes in France
Cultural debates - Paris vs the provinces, French language and the linguistic policies, gender issues

III. - Evaluation

The student's performance is evaluated on demonstrated achievement in the course through the following elements :

- Continuous assessment	:	50%
- Final Test	:	50%

Financial Management

Year 3	Semester 1			Nice Centre
Code : BBA 3	ECTS : 6	Lectures: 18	Tutorial: 18	

Lecturers Ms. Veronique LEDERMAN

II. Objectives

So as to respond effectively to the present economic context, corporate leaders need to be able to answer questions such as these :

- Should I keep or sell this or that department ?
- Must I externalise part of my production ?
- Is it profitable to accept an atypical order ?
- What will my company be worth in five years time ?

These numerous questions can probably be summed up in one : « how should a company's performance be piloted ? »

Thus, the role of control managers today is to help leaders in strategic decision making..

SPECIFIC OBJECTIVES

To make students aware that financial management is not merely an information system supplying statistical data about the way the company works, but also that the evolution of this speciality is leading it towards corporate performance management..

At the end of the course, students should be able to:

- produce statistical data concerning the running of a company (instrument panels, budgets...) :
- re-use this information to provide leaders with help in strategic decision making ;
- explain the concept of performance piloting (« worth » creation) ;
- measure and pilot this worth creation ;
- elaborate the elements required to prepare a business plan.

COURSE CONTENT

- a presentation of financial management, its context and evolution.
- description of tools used : cost accounting, general accounting, quality assurance...
- the concept of management and performance
- financial management as an aid to decision making

III. Evaluation system

- | | |
|-------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ final examination | 50% |

IV. Essential reading

Ross, Westerfield, Jordan , *Fundamentals of corporate Finance*, 5th Ed. : International

Financial Strategy – Mergers and Acquisitions

Year 3	Semester 2			Nice Centre
Code BBA 3	ECTS : 3	Lectures: 9 hours	Tutorial: 9 hours	
Prerequisites	Accounting Principles			

Lecturer : Sandra Shadrach

Objectives

Mergers and acquisitions are a central activity of corporations and partnerships who feel that restructuring or divesting businesses will 'free up' hidden values. Acquisition failure rates are estimated at 70%, but in spite of this, corporate managers perceive many advantages of external versus internal environment.

This course examines mergers and acquisitions from the perspective of the corporate/private equity manager and focuses on how to use these business development tools to execute corporate strategy objectives – in particular, the management of corporate growth and earnings strategies. The course also seeks to improve the odds of success by enhancing the management and decision making components of the transaction process.

Students will develop skills necessary to form an opinion about a proposed transaction, taking into account legal issues, understand the methods used for firm valuation and evaluation of the transaction as well as investigating the consequences of restructuring activities.

Course Content

- The legal considerations involved in the process of mergers and acquisitions
- The potential of mergers and acquisitions for value creation
- Motives for Mergers
- Discounted Cash Flow Analysis or capitalisation of income - evaluating an investment by estimating future cash flows and taking into consideration the time value of money and estimating terminal value.
- Estimating the cost of capital and relative valuation
- Takeover tactics

Evaluation system

- | | |
|-------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ final examination | 50% |

Financial Strategy – Mergers and Acquisitions

Year 3	Semester 2			Nice Centre
Code BBA 3	ECTS : 3	Lectures: 9 hours	Tutorial: 9 hours	
Prerequisites	Accounting Principles			

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Evaluation system

- | | |
|-------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ final examination | 50% |

International Management

Year 3	Semester 1			Nice Center
Code :	ECTS : 6	Lectures: 24	Tutorial: 12	
Prerequisites	Introduction to Human Resource Management and Strategy			

Lecturers Dr. Eugene Stevelberg Dr. Claude Alavoine

II. Objectives

Nowadays we are told that "the world is a village": globalisation is becoming a reality. But we are also witnessing the revival of nationalism, and the struggle for the protection of cultural specificity's and the rebirth of regional languages. Companies find themselves confronted with this situation and must, therefore, come to terms with these simultaneously convergent and divergent forces.

Corporate executives not only have to understand all these forces and cultural elements, but also know how to adapt to and work in a cultural environment which differs from their own. They need to be able to accept differences. They must also be capable of managing a team whose members are of different nationalities.

They also have to know how to negotiate with people who don't share their values or approaches.

This course provides students with the grounding required to consider the international dimensions of management.

Course Contents:

To approach the growing complexity of international management situations and highlight the impact of cultural differences not only on business relationships but also on pluricultural teams.

At the end of this course students are able to identify the cultural aspects of an international management situation, in particular in a business context. They can thus elaborate a preparatory strategy which may lead to consultancy within the organisation.

In particular they are able to:

- **define** the parameters they must take into account in managing a group with several nationalities;
- **manage** a crisis situation in a multicultural group;
- **approach** an international negotiation situation in optimal conditions

- **Introduction:**

- presentation et objectives of the course

- o **The challenge of International Management**

- o **The international context, the stakes**

- o The forces involved: Triad (Western Europe, North America, Asia); China and the rest of the world
- o The consequences of globalisation: a tendency towards privatisation; technological mutation; corporate internationalisation; multinational and "transnational".
- o globalisation or differentiation: convergent thesis versus divergent thesis

- o **International management, a subject for survey**

- o Defining international management: difference between administration and management
- o The contingent role of the "international manager"

- o **Intercultural management**

- o **The cultural variable**

- o culture, what definition?
- o culture in action
- o culture and sub-culture

- o **Intercultural communication**

- o the notion of feedback
- o the language/culture connection: the Whorfien hypothesis and its consequences
- o verbal and non-verbal communication: contexting,
- o implicit and explicit messages; body language and spacial language, cultural perception of time
- o ethnocentricity, categorisation and stereotypes

- o **Culture and management**

- o Geert Hofstede's contribution: four dimensions and implicit forms of organisation; a fifth and new dimension: Confucian dynamism

- o **International business negotiation**

- o **negotiation, basic principles**

- o definition
- o integrative or distributive? distinction between project and conflict.
- o the fundamental elements/ the object, the context, the stakes, balance of power

- o **specificity of international business negotiation**

- o characteristics peculiar to business negotiation: difference between domestic and international business negotiation.
- o the influence of the cultural factor

- o **preparing negotiators; when in Rome, do as the Romans**

- o **Conclusion**

- o What perspectives for international management?
- o Tomorrow's manager; a new challenge?

III. Evaluation system

Assessment Requirements

- | | |
|-------------------------|-----|
| o Continuous assessment | 50% |
| o final examination | 50% |

IV. Essential reading

- o Hofstede Geert, Culture et Organisation, éditions d'organisation, latest edition
- o Usunier Jean Claude, Commerce entre cultures, tome 2, édition PUF, Paris, 1992

- Gauthey Frank, Management interculturel, mythes et réalités, Economica, Paris, 1990
- Ghauri Pervez, Usunier Jean Claude (éd.), International Business Negotiations, International business & management series, Pergamon, 1996
- Hall Edward T., Au delà de la culture, éditions du Seuil, collection Points, Paris, 1979
- Hall Edward T., La dimension cachée, éditions du Seuil, collection Points, Paris, 1971
- Hall Edward T., Le langage silencieux, éditions du Seuil, collection Points, Paris, 1984
- Moran Robert T., Xardel Dominique, Au delà des cultures : les enjeux du management international, InterEditions Paris, 1994
- Rojot Jacques, La négociation, éditions Vuibert, Paris, 1994
- Watzlawick Paul, Helmick Beavin Janet, Jackson Don D., Une logique de la communication, éditions du Seuil, collection Points, Paris, 1972
- Watzlawick Paul, La réalité de la réalité, éditions du Seuil, collection Points, Paris, 1978

International Supply Chain Management

Year 3	Semester 1			Nice Centre
Code BBA 3	ECTS : 6	Lectures: 24	Tutorial: 12	

I. Lecturers

II. Objectives

The course provides an introduction to International Supply Chain Management and covers the processes, concepts and managerial skills needed in international commerce to solve business problems pertaining to international supply chain systems. Development of skills in process design and analysis, inventory management, project management and business planning, quality management and business execution are also part of the course.

III. Course Content

The roles and activities of those involved in supply chain management decision making are examined, as well as transportation planning , including issues in international transportation planning, inventory control and warehouse management. Attention is also given to the development of customer service standards and procurement in the design and operation of supply and distribution systems.

The course also underlines the complexities associated with the design and implementation of global supply chains, examining the distinctions and complexities of the materials, information and cash flows across international borders

IV. Evaluation system

Assessment Requirements

- Continuous assessment 50%
- final examination 50%

IV. Essential reading

International Marketing

Year 3	Semester 1			Nice Centre
Code : IMKG0502	ECTS : 6	Lectures: 24	Tutorial: 12	
Prerequisites	Principles of Marketing			

Lecturer : Mr Jean Luc Scalabre

II. Objectives

Aims

- **To provide** an International Marketing concept and understanding of cultural awareness
- **To highlight** the importance of research methodology and techniques available
- **To examine** the evaluation tools used when identifying opportunities and threats
- **To appraise** the leading issues in International Marketing; market agreements, barriers, globalization trends

Learning outcomes

On completion of this module the student will be able to:

- **Define** the major **benefits** and **problems** that come with International marketing
- **Assess** and **recognise** external forces that effect the future of International Trade
- Apply marketing tools in an International context in order to **identify, analyse** and **select** targeted markets
- To produce a **Consultancy Feasibility Study** for an overseas market

A combination of lectures and tutorials will be used. Lectures will introduce the main concepts. Tutorials will be used to apply theory using case studies and discussion-based seminars. Students will be encouraged to work in groups, and will be given guidance on a principal project throughout the course.

III. Evaluation system

Assessment Requirements

- | | |
|-------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ final examination | 50% |

IV. Essential reading

- International Marketing 6th Edition, Subhash C. Jain, Editor Thomson Learning, 2001
- International Marketing, Consuming Globally, Thinking Locally, McAuley, Ed. Wiley & Sons Ltd, 2001
- International Marketing, 2nd Edition, Roger Bennett, Editor Kogan Page, 1998
- Journals: Strategy Europe, Economist, Business Week, Time

Managing Conflict

BBA Year 3	Semester 2			Nice
Code : BBA3	ECTS : 3	Lectures: 9 hours	Tutorial: 9 hours	

Lecturer : Dr. Claude Alavoine

Objectives

Conflicts are linked to the development of organisations and the evolution of individuals within groups. In that sense, negotiation is probably not the only way to solve conflicts but certainly the most intelligent or sensible .

The objectives of this course are to provide the students with both theoretical and fundamental aspects of conflict and negotiation but also with practical methods and techniques for performing effective negotiation and resolve interpersonal conflicts either in a social or business context.

Simulations and role plays will be used in order to demonstrate the complexity of negotiations and highlight the conceptual elements of the course

Course content

- Defining conflict and negotiation
 - Distinction between project and conflict, integrative and distributive orientations
 - Mixed motivation and the negotiator's dilemmas
 - Sources of interpersonal conflict
- Fundamental elements of negotiation
 - Object and objectives, stakes and balance of power, context and qualities of the negotiator.
 - The negotiation process, negotiation as a "system"
- Preparation, strategy and practices
 - Preparation as part of the process
 - Negotiation types and associated strategies
 - Techniques and tactics

- Ways, means and ethics

- Specific contexts

- Social Negotiations

- Business Negotiations and Intercultural Business Negotiations

Evaluation

- | | |
|-------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ final examination | 50% |

Essential reading

AVRUCH Kevin, "Culture and negotiation pedagogy", *Negotiation Journal*, Vol. 16, n°4, October 2000, pp. 339-346.

AXELROD Robert, *The complexity of cooperation, agent-based models of competition and collaboration*, Princeton University Press, 1997.

GHAURI Pervez, USUNIER Jean Claude, *International Business Negotiations*, International Business and Management series, Pergamon / Elsevier Science, 2nd Edition, 2003.

LEWICKI Roy J., SAUNDERS David M., MINTON John W., *Essentials of negotiation*, Mc Graw Hill, 2006.

LEWICKI Roy J., SAUNDERS David M., MINTON John W., *Negotiation: readings, exercises and cases*, Mc Graw Hill, fifth edition, 2006.

SEBENIUS James K., "Six habits of merely effective negotiators", *Harvard Business Review*, April 2001, pp. 87-95.

ZARTMAN William I., "What I want to know about negotiations", *International negotiation*, Vol. 7, n°1, 2002, pp.5-15.

Marketing Research (Tourism)

Year 3	Semester 2			Nice Center
Code :BBA 3	ECTS : 6	Lectures: 24	Tutorial: 12	
Prerequisites	Principles of marketing			

Lecturers: Ms. Jeanette McDonald Ms. Linda Prince

II. Objectives:

- To enhance the students understanding of marketing research, with a special emphasis on qualitative marketing research.
- To develop skills required by the researcher and understand different applications of Marketing Research
- To provide knowledge of the Tourism Industry and the marketing techniques available
- To highlight the importance of the Tourism product and the involvement of the sub-Industry.

Course content:

The marketing research process; primary and secondary information sources; qualitative and quantitative approaches; questionnaire design; sampling methods; analysis and interpretation of qualitative data from focus group discussions; issues in international marketing research. **General aspects of tourism marketing management; application of marketing tools to the tourism sector.**

Learning Outcomes

On completion of the module, the student will be able to:

- understand the process of marketing research and its different processes
- identify sources of information
- understand different research methods
- understand how to conduct focus group research and analyse and interpret focus group data
- identify factors affecting demand within the tourism industry
- highlight the diversity of the tourism product
- recommend and apply appropriate marketing techniques to the varied sectors of the industry
- **conduct marketing research in the tourism sector**
- **understand current issues in tourism management**

III. Evaluation system

- | | |
|--|-----|
| ○ Coursework: presentation and research file | 50% |
| ○ One 3 hour examination | 50% |

IV. Essential reading

Chisnall	Marketing Research
West	Marketing Research
McDaniel	Marketing Research Essentials
Malhotra and Peterson	Basic Marketing Research 2 nd Ed 2006 Pearson
Cooper et al	Tourism Principles and Practice 3 rd Ed
Middleton	Marketing in Travel and Tourism 3 rd Ed
Holloway	The Business of Tourism

Marketing Strategy and Communication

Year 3	Semester 1			Nice Centre
Code :BBA 3	ECTS : 6	Lectures: 24	Tutorial: 12	
Prerequisites	Principles of marketing			

Lecturers: Ms. Jeanette McDonald Ms. Linda Prince

Objectives:

- To develop an understanding of the tools used for company audit and apply the tools in case studies.
- To be able to use the tools for decision-making purposes.
- To study the techniques used in strategic decision making
- To present the different tools for analysis of Competitive Position.
- To enable students to develop strategic recommendations for company growth via a coherent marketing strategy

Course content

- The relationship between strategy, mission and vision
- Drawing up and interpretation of the SWOT analysis
- Drawing up and interpretation of the PESTEL analysis
- Application and interpretation of the PLC model and the BCG Matrix
- Customer analysis, segmentation, targeting and positioning
- Growth Strategies – Ansoff and Porter's generic
- Application and interpretation of a Perceptual map
- Porters models for competitive advantage
- Strategies concerning the 4 Ps and branding
- Measurement and sustainability, evaluation of performance and managing change

Learning Outcomes :

On completion of this module students should be able to:

- Understand the role of marketing strategy in society and its relevance to the firm, organisation and individuals.
- Apply the theories and models in a systematic and logical manner in order to make informed proposals to management for decision making purposes.

Evaluation system:

- 50% Continuous assessment-
- 50% final exam

Essential reading:

J. Blythe Marketing Strategy 2003

Principles and Practice of Marketing 5th Ed. David Jobber McGraw-Hill 2010

Strategic Marketing 9th Ed. Cravens and Piercy McGraw-Hill 2009

. Dibb and L. Simkin, *The Marketing Casebook* (London: Routledge, 1993)

Small Business Development

Year 3	Semester 2			Nice Center
Code : BBA 3	ECTS : 6	Lectures: 24	Tutorial: 12	
Prerequisites	Accounting, Principles of Marketing			

Lecturer : Mr Jean Luc Scalabre

II. Objectives

- To allow the student **to discover** whether he / she is cut-out for self-employment.
- To allow the student **to explore** the possibility of setting-up his / her own business after his / her studies or at a latter date
- **To provide** the knowledge_and the understanding_required to set-up a sound business.
- **To develop** the knowledge and the understanding required to manage a small business.
- **To develop and improve** upon various business techniques and knowledge which will allow him / her to **produce a business plan**.

Learning Outcomes

On completion of this module the student will be able to:

- Decide whether he/she wants to be his/her own boss and if he / she has the capacity and skills to work as self-employed.
- Identify sources of relevant information and advice
- Analyse information / data and use these within a coherent business plan.
- Analyse information / data and use these assess the performance of exiting small businesses.
- To present business proposals both orally and in writing

Classes will be a mix of formal input, practical exercises and project workshops.
Students will usually work in groups of 3 or 4 on their projects.

III. Evaluation system

- | | |
|--------------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ One 3 hour final examination | 50% |

IV. Essential reading

David Stokes, "Small Business Management A Case Study Approach", Published Letts

Strategic Human Resource Management

Year 3	Semester 2			Nice Centre
Code :BBA 3	ECTS : 6	Lectures: 24	Tutorial: 12	
Prerequisites	Introduction to HR			

Lecturers : Dr. Marie José Scotto Dr. Claude Alavoine

Objectives

- The main aim of the Human Resource Strategy course is to :
- **Establish** the role of Human Resource Strategy (HRS) within the strategic management of the organisation taking a European perspective of the principal characteristics necessary to build a business plan.
- **Present** the practice of Human Resource management in a changing world.
- **Study** the concepts, tools and actual practice in jobs within Human Resource Management

The course will consider the changing role of HRS within the organisation and its environment and the manner in which it supports the achievement business goals. This will be considered within a European context whilst looking at best practice from the USA.

Course Contents:

The learning process will involve a variety of approaches so as to enhance student experiences. Lectures will introduce students to issues, concepts, theories and approaches. Seminars/workshops will enable the student to apply this learning through the use of group discussion, case study work and role-play.

The subjects that will be covered are as follows :

- Human Resource Strategy
- HR strategy and its role in the success of organisational strategy
- The emerging and new forms of work organisation and relationships
- Building organisational capability
- Flexible working
- HRS in a social and political context
- Forward-looking skills management
- Recruiting practices
- In company training
- Working conditions
- Compensation
- Team building

On completion of this module the student will be able to:

- Decide whether he/she wants to be his/her own boss and if he / she has the capacity and skills to work as self-employed.
- Identify sources of relevant information and advice
- Analyse information / data and use these within a coherent business plan.
- Analyse information / data and use these assess the performance of exiting small businesses.
- To present business proposals both orally and in writing

After completing the module, students should be able to:

- **Appreciate** *the strategic nature of HRM in maximising human resources.*
- **Understand** *the need to embed HRM in corporate strategy*
- **Appreciate** *the integrative approach of HRM*

Evaluation system

Assessment Requirements

- | | |
|--------------------------------|-----|
| ○ Continuous assessment | 50% |
| ○ One 3 hour final examination | 50% |

Essential reading

Books

Leat M, ***Human Resource Issues of the European Union*** , Pitman Publishing 1998
 Sparrow P.R. and Hiltop J-M, ***European Human Resource Management in Transition***_Prentice Hall Europe 1994
 Torrington D and Hall L., ***Human Resource Management*** Prentice Hall Europe 1998
 Ulrich D, ***Human Resource Champions***_Harvard Business School Press 1997

Journals:

People Management
 Harvard Business Review