

HRODC Postgraduate Training Institute



A Postgraduate - Only Institution



#103

Sales and Marketing Corporate and Operational Strategies, for Enhanced Effectiveness and Sustainable Revenue Growth

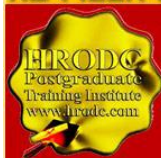
Programme

Leading To:

POSTGRADUATE DIPLOMA IN

Sales and Marketing Corporate and Operational Strategies

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



HRODC POSTGRADUATE TRAINING INSTITUTE
A Postgraduate – Only Institution

Websites:
<https://www.hrodc.com/>
<https://www.hrodc.londonpostgraduateshortcourses.com/>

Email:
institute@hrodc.com
london@hrodc.com

HQ
122A Bhylls Lane
Wolverhampton
WV3 8DZ
West Midlands, UK

Tel:
+44 1902 763 607
+44 7736 147 507


HRODC Postgraduate Training Institute, A Postgraduate-Only Institution
Our UK Government's Verification and Registration

Our Institute is Verified by, and Registered with, the United Kingdom (UK) Register of Learning Providers (UKRLP), of the Department for Education (DfE). Its UK Provider Reference Number (UKPRN) is: 10019585 and might be located at: <https://www.ukrlp.co.uk/>.

Programme Coordinator:

Prof. Dr. R. B. Crawford is the Director of HRODC Postgraduate Training Institute, A Postgraduate-Only Institution. He has the following Qualifications and Affiliations:

- Doctor of Philosophy {(PhD) {University College London (UCL) - University of London}};
- MEd Management (University of Bath);
- Postgraduate (Advanced) Diploma Science Teacher Ed. (University of Bristol);
- Postgraduate Certificate in Information Systems (University of West London, formerly Thames Valley University);
- Diploma in Doctoral Research Supervision, (University of Wolverhampton);
- Teaching Certificate;



HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK

Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.

- Fellow of the Institute of Management Specialists;
- Human Resources Specialist, of the Institute of Management Specialists;
- Member of the Asian Academy of Management (MAAM);
- Member of the International Society of Gesture Studies (MISGS);
- Member of the Standing Council for Organisational Symbolism (MSCOS);
- Member of ResearchGate;
- Executive Member of Academy of Management (AOM). There, his contribution incorporates the judging of competitions, review of journal articles, and guiding the development of conference papers. He also contributes to the Disciplines of:
 - Human Resources;
 - Organization and Management Theory;
 - Organization Development and Change;
 - Research Methods;
 - Conflict Management;
 - Organizational Behavior;
 - Management Consulting;
 - Gender & Diversity in Organizations; and
 - Critical Management Studies.

Professor Dr. Crawford has been an Academic in the following UK Universities:

- University of London (Royal Holloway), as Research Tutor;
- University of Greenwich (Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- University of Wolverhampton, (Wolverhampton Business School), as Senior Lecturer (Associate Professor), in Organisational Behaviour and Human Resource Management;
- London Southbank University (Business School), as Lecturer and Unit Leader.

His responsibilities in these roles included:

- Doctoral Research Supervisor;
- Admissions Tutor;
- Postgraduate and Undergraduate Dissertation Supervisor;
- Programme Leader;
- Personal Tutor

For Whom This Course is Designed

This Programme is Designed For:

- Marketing Executives;
- Product Designers;
- Relationship Managers;
- Customer Service Managers;
- Client Service Managers;
- Marketing Researchers;
- Sales Managers;
- Sales Executives;
- Corporate Directors;
- Divisional Directors;
- Marketing Lecturers;
- Marketing Consultant;
- Brand Managers;
- Life Cycle Specialists;
- All others interested in ensuring that there is a high rate of return on Marketing Investment.

Classroom-Based Duration and Cost:	
Classroom-Based Duration:	12 Weeks (5 Days per Week)
Classroom-Based Cost:	£45,000.00 Per Student
Online (Video-Enhanced) Duration and Cost	
Online Duration:	20 Weeks – 3 Hours Per Day, 6 Days Per Week
Online Cost:	£30,150.00 Per Student

Classroom-Based Programme Cost includes:

- Free Continuous snacks throughout the Event Days;
- Free Hot Lunch on Event Days;
- Free City Tour;
- Free Stationery;
- Free On-site Internet Access;
- Postgraduate Diploma/ Diploma – Postgraduate –or
- Certificate of Attendance and Participation – if unsuccessful on resit.

Students and Delegates will be given a Selection of our Complimentary Products, which include:

- **Our Branded Leather Conference Folder;**
- **Our Branded Leather Conference Ring Binder/ Writing Pad;**
- **Our Branded Key Ring/ Chain;**
- **Our Branded Leather Conference (Computer – Phone) Bag – Black or Brown;**
- **Our Branded 8-16 GB USB Flash Memory Drive, with Course Material;**
- **Our Branded Metal Pen;**
- **Our Branded Polo Shirt.;**
- **Our Branded Carrier Bag.**

Daily Schedule: 9:30 to 4:30 pm.

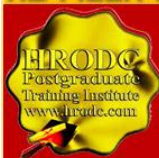
Delivery Locations:

- 1. Central London, UK;**
- 2. Dubai, UAE;**
- 3. Kuala Lumpur, Malaysia;**
- 4. Amsterdam, The Netherlands;**
- 5. Brussels, Belgium;**
- 6. Paris, France; and**
- 7. Durban, South Africa;**
- 8. Other International Locations, on request.**

Sales and Marketing Corporate and Operational Strategies, for Enhanced Effectiveness and Sustainable Revenue Growth

Leading to Postgraduate Diploma in Sales and Marketing Corporate and Operational Strategies

Module Number	Pre-existing Course #	Module Title	Page #	Credit Value
260.M1		Sales and Marketing Management	13	Double
260.M2	082	The External Uncontrollable Environmental Factors and Their Place in Sales and Marketing	20	Single
260.M3	133.M1	Marketing Dynamics: Effective Customer and Client-Driven Value, Orientation and Strategy (1)	26	Single
260.M4	133.M2	Marketing Dynamics: Effective Customer and Client-Driven Value, Orientation and Strategy (2)	28	Single
260.M5	133.M3	Marketing Dynamics: Effective Customer and Client-Driven Value, Orientation and Strategy (3)	30	Single
260.M6	005	Employee Resourcing: Recruitment and Selection	31	Single
260.M7	004	Motivating Workers: Intrinsic and Extrinsic Rewards	34	Single
260.M8	007	Research Methods for Marketing Research	36	Single
260.M9		E-Marketing: The Role of Digital Media within the Marketing Function	38	Single
260.M10		Strategic Brand Management: An International Perspective	40	Single
260.M11		International Marketing	44	Single



Sales and Marketing Corporate and Operational Strategies, for Enhanced Effectiveness and Sustainable Revenue Growth, Programme Leading to Postgraduate a Postgraduate Diploma in Sales and Marketing Corporate and Operational Strategies

Programme Objectives

By the conclusion of the specified learning and development activities, delegates will be able to:

- Access what preparation is needed prior to selling;
- Advise others of the situations in which participant observation, conversation analysis, documentary analysis, focus groups, interviews & questionnaires, respectively, are appropriate;
- Analyse education, training and development programmes, determining their potential effectiveness (fit-for-purposeless);
- Apply appropriate terms and conditions to a contract of sale;
- Apply different questions to different selling situations;
- Apply interview and selection procedures in the context of recruiting salespeople;
- Apply motivation in practice;
- Apply the 'equity' theory to work situation from a 'differentiation perspective', rather than an 'equality perspective;' and
- Appreciate ethical issues in sales;
- Appreciate how computer software is used in forecasting;
- Appreciate how large organisations manage procurement using a variety of electronic means;
- Appreciate how legal controls affect sales activities;
- Appreciate that future developments in IT will continue to shape these sales functions in the coming decade;
- Appreciate that salesperson selection is a key to ultimate selling success;
- Appreciate the advantages and disadvantages of different sales force organisation structures;
- Appreciate the effects of world-wide sourcing and buying alliances;


- Appreciate the key success factors for key account management;
- Appreciate the nature of different types of overseas representational arrangements;
- Appreciate the reasons for growth in direct marketing activity;
- Appreciate the role that is being played by just-in-time manufacturing in bringing about those changes;
- Appreciate the tasks and skills of key account management;
- Appreciate where the key marketing concepts fits into this process;
- Appreciate why channels are structures in different ways;
- Appreciate why selling generally has a negative image;
- Assess the value of secondary sources of information as a prelude to the conduct of primary research;
- Choose sources of information appropriate for the type of research being conducted;
- Choose the methodology that best suits the type of investigation being conducted & appropriate to the research objectives;
- Choose the most appropriate data elicitation techniques, in relation to the sampling frame, sampling unit, sample size & time span, among other factors;
- Cite Specific legislation and related cases relevant to job design issues;
- Close a sale;
- Comprehend how the sales budget is derived and its purpose;
- Compute the numbers of salespeople needed for different selling situations;
- Conduct individual and panel interviews;
- Critically appraise existing motivation strategy within their organisations, identifying and addressing gaps;
- Decide whether key account management is suitable in each situation;
- Defend the use of periodic and exit interviews;
- Demonstrate an awareness of how personnel demand forecast (PDF) is conducted;
- Demonstrate an understanding of the concept of motives and their value in organisational and subsystem effectiveness;
- Demonstrate an understanding of the value of Internal Selection
- Demonstrate how popular motivation theories have contributed to our understanding of worker behaviour;
- Demonstrate the need to balance the 'individualist' and 'collectivist' perspective to motivation.

- Demonstrate their ability manage recruitment and selection within a 'resourcing context'.
- Demonstrate their ability to conduct a human resource audit;
- Demonstrate their ability to conduct a job analysis;
- Demonstrate their ability to determine the type of commitment that motivate individuals to join an organisation;
- Demonstrate their ability to formulate a comprehensive motivation strategy;
- Demonstrate their ability to lead a recruitment and Selection Team;
- Demonstrate their ability to translate motivation theory into practice
- Demonstrate their appreciation of the need for a variance in intrinsic and extrinsic values if motivation;
- Demonstrate their understanding of the legal bases of Employee Resourcing;
- Describe at least two non-conventional selection methods;
- Design a personnel selection;
- Design a research project that incorporates a high ethical standard.
- Design a research project, taking account of important issues;
- Design an effective induction package;
- Design interviews & questionnaires that will elicit information appropriate to the research objectives;
- Design job description and personnel specification for particular roles;
- Design questionnaires & interview schedules, with a mixture of open-ended & closed-ended questions, avoiding forced-choice in the latter;
- Design structured & unstructured questions, determining the conditions under which they should be used;
- Design ways of stabilizing staff turnover;
- Differentiate between objectives, strategies and tactics;
- Distinguish between the different sets of motivation theories, notably content, process and reinforcement;
- Distinguish between the underlying concepts of delegation,
- Distinguish the various phases of the selling process;
- Elucidate the concerns of managers in delegating;
- Employ appropriate data analysis techniques, based on the type & volume of data available;

HRDTC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK

Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.



- Establish priorities in relation to customers, travelling time and evolving call patterns;
- Evaluate push and pull promotional strategies and tactics;
- Evaluate sources of sales prospects;
- Evaluate the appropriateness of the application of particular theoretical aspects of motivation to specific situations;
- Evaluate the role of culture in international selling;
- Evaluate the usefulness and application of exhibitions as a promotional medium;
- Exhibit an understanding of the desirability of a limited turnover of staff;
- Follow the common trends in the popular motivation theories;
- Formulate a workable motivation strategy;
- Formulate strategies for approaching consumer and organisational buyers;
- Have a working knowledge of many of the world's trading blocks;
- Identify appropriate roles in research project management & produce realistic costing; and
- Identify at least three tasks that can, and should, be delegated in Internal Selection;
- Identify the difference between delegating authority, on the one hand, and task, on the other;
- Identify the key components of key account information and planning system;
- Identify the responsibilities of sales management;
- Identifying 'trends' & 'patterns' in information, to arrive at conclusions;
- Illustrate how the contingency approach to motivation might be applied to different situations;
- Indicate the part that training and development play in worker motivation;
- Itemise sales responsibilities;
- Know how information technology can enable customer relationship management (CRM);
- Know how standards of performance are set in order that the sales can be achieved;
- Know how to deal with buyer's objections;
- Know how to manage a direct marketing campaign;
- Know how to organise for international selling;
- Know the media used in direct marketing;
- Know where selling fits into the marketing mix;

- Locate performance related pay, productivity bonuses and other remuneration inducement within existing motivation theory;
- Make research proposals, taking pertinent factors into account;
- Make voluntary or legal restraints work to the advantage of both the buyer and the seller;
- Manage research projects, from inception to reporting;
- Manage the motivation process, taking account of the differences in preferences and expectation of workers;
- Manage the process of motivation, taking account of socio cultural and economic differences;
- Organise suitable sales training programmes and evaluate their usefulness;
- Plan individual sales interviews;
- Produce effective reports, adhering to conventional styles, presenting evidence from the data, & exploiting visual representations;
- Recognise the importance of relationship management;
- Recognise the position of sales forecasting in the marketing planning system;
- Recognise the role of selling as a career;
- Recognise the ways in which relationships with key accounts can be built;
- Relate specific recruitment, selection, retention and exit issues to UK and European legislation;
- Relate to the ideas put forward by the early quality practitioners;
- See that quality now embraces the organisation as a whole rather than being the sole concern of manufacturing;
- Set qualitative and quantitative measures of performance.
- Set sales targets and quotas;
- Strike a balance between various sales compensation plans;
- Suggest the constraints that specific UK Protective Legislation place on the recruitment, selection and management of employees;
- Take a systematic approach to keeping customer records;
- Understand and apply the art of negotiation;
- Understand and appreciate the differences between sales and marketing strategies;
- Understand certain motivation theories in the context of selling;

- Understand how a range of information technology (IT) developments have altered the selling and sales management functions;
- Understand how freer world trade is driving companies towards accepting the need for quality in terms of the relationships with their customers and suppliers;
- Understand how information plays a key role in the evaluation process; and
- Understand how sales force automation (SFA) software is used to support the sales function in many organisations today;
- Understand how small to medium-sized enterprises (SMEs) can use internet technology to market and sell their products;
- Understand key economic terms in relation to international trade;
- Understand qualitative forecasting techniques;
- Understand quantitative forecasting techniques;
- Understand the advantages and drawbacks of certain tests and procedures related to selection;
- Understand the art of negotiation;
- Understand the criteria used to select key accounts;
- Understand the different motivations of consumer and organisational buyers;
- Understand the factors to be considered when developing sales territories;
- Understand the forces that impact on selling and sales management;
- Understand the implications of production, sales and marketing orientations;
- Understand the importance of consumer protection in the context of selling;
- Understand the importance of self-management in selling;
- Understand the issues in cold canvassing;
- Understand the meaning and importance of the sales cycle;
- Understand the meaning of direct marketing;
- Understand the meaning of sales force evaluation;
- Understand the nature and role of public relations as a selling tool;
- Understand the nature of database marketing;
- Understand the notion of relationship selling as being the tactical marketing and sales key stemming from the adoption of reverse marketing;
- Understand the notion of reverse marketing and the change it is bringing about in the traditionally accepted roles of the field salesperson;
- Understand the part budgets play in the smooth running of an organisation;

- Understand the sales force evaluation process.
- Understand the special role and competencies of global account management;
- Understand the unique problems and forces that surround organisational and service sales settings;
- Understand what a key account is and the advantages and disadvantages of key account management;
- Understand what is involved in the presentation and demonstration;
- Understand what is required to be a successful leader;
- Use candidate assessment form in short listing and interviews;
- Use SPSS and, or, Excel software packages in analysing data;
- Weight a candidate assessment form, on the basis of job description and personnel specification.

Programme Contents, Concepts and Issues

Module 1 Sales and Marketing Management (Double Credit)

M1 – Part 1: Development and Role of Selling in Marketing

- Characteristics of Modern Selling;
- Business to Consumer Markets (B2C):
 - Different Types of Consumer Markets:
 - ✚ Fast Moving Consumer Goods (FMCG);
 - ✚ Semi-Durable Consumer Goods;
 - ✚ Durable Consumer Goods.
- Types of Selling;
- Business to Business (B2B);
- The Duties and Responsibilities of a Sales Manager;
- Marketing Segmentation and Targeting;

- The Product Life-Cycle Curve.

M1 – Part 2: Sales Strategies

- Marketing Analysis or Marketing Audit;
- The Planning Process;
- The External Audit consists of an Analysis of Broad Macro-Environment Trends;
- Hierarchy of the Marketing Plan;
- Contribution of the Sales Function;
- The Promotional Mix:
 - Advertising;
 - Sales Promotion;
 - Publicity/Public Relations;
 - Personal Selling;
 - Direct Marketing;
 - Interactive/Internet Marketing.
- Stages in the Buying Process.

M1 – Part 3: Consumer and Organisational Buyer Behaviour (1)

- Differences between Consumer and Organisation Buying;
- Consumer Buyer Behaviour:
 - Who is Important in the Buying Decision;
 - How do they Buy;
 - What are they Choice Criteria;
 - Where do they Buy;
 - What do they Buy.
- The Organisation Decision-Making Process;
- Who Buys:
 - Initiator;
 - Influencer;
 - Decider;
 - Buyer;

- User.

M1 – Part 4: Consumer and Organisational Buyer Behaviour (2)

- Influences on Organisational Purchasing Behaviour;
- Factors Affecting the Consumer Decision-Making Process:
 - The Buying Situation
 - Personal Influences
 - Social Influences
- The Product Type:
 - Materials;
 - Components;
 - Plant and Equipment;
 - Products and Services for Maintenance, Repair and Operation (MROs).
- Developments in Purchasing Practice:
 - Just-in-Time Purchasing (JIT);
 - Centralised Purchasing;
 - Systems Purchasing;
 - Reverse Marketing;
 - Leasing.

M1 – Part 5: Sales Settings (1)

- Behavioural Forces:
 - Rising Consumer and Organisational Buyer Expectations;
 - Customer Avoidance of Buyer-Seller Negotiations;
 - Expanding Power of Major Buyers;
 - Globalisation of Markets;
 - Fragmentation of Markets.
- Managerial Forces:
 - Employing Direct Marketing Techniques;
 - Improving Co-operation between Sales and Marketing;
 - Encouraging Sales People to Attend Training Programmes and Acquire Professional Qualifications.

M1 – Part 6: Sales Settings (2)

- Characteristics of Sales Channels:
 - Direct;
 - Selective;
 - Intensive;
 - Exclusive.
- Types of Production:
 - Job (or unit or project) Production;
 - Batch Production;
 - Flow (or mass or line) Production;
 - Process (or continuous) Production.
- Public Relations (PR);
- Effective Public Relations.

M1 – Part 7: International Selling

- International Selling at Company Level;
- Organisation for International Selling:
 - Multinational Marketing;
 - International Marketing;
 - Exporting.
- Direct Methods of Overseas Selling:
 - Subsidiary Companies;
 - Joint Ventures;
 - Direct Selling.

M1 – Part 8: Law and Ethical Issues

- Terms and Conditions;
- False Descriptions;
- Ethical Issues:
 - Bribery;
 - Deception;
 - The Hard Sell;
 - Reciprocal Buying.

M1 – Part 9: Sales Responsibilities, Preparations and Personal Selling Skills

- Sales Responsibilities:
 - Prospecting;
 - Database and Knowledge Management;
 - Self-Management;
 - Handling Complaints;
 - Providing Service;
 - Relationship Management.
- Sales Presentation Planning;
- Key Responsibilities of Sales People;
- Preparations for Sales Negotiations:
 - Assessment of the Balance of Power;
 - Determination of Negotiating Objectives;
 - Concession Analysis;
 - Proposal Analysis.
 - The Personal Selling Process;
- Dealing with Objections;
- The Level of Buyer's Purchase Intentions throughout a Sales Presentation;
- Closing the Sale.

M1 – Part 10: Key Account Management (1)

- What is Key Account Management;
- Traditional (Bow-Tie) Buyer-Seller Relationship;
- Key Account (Diamond) Based Relationship;
- Key Account Relational Development Model;
- Advantages of Key Account Management to Sellers:
 - Close Working Relationship with the Customer;
 - Better Follow-up on Sales and Service;
 - More in Depth Penetration of the DMU;
 - Higher Sales;
 - The Provision of an Opportunity for Advancement for Career Salespeople;
 - Lower Costs;
 - Co-operation;
 - Integrated Systems.

M1 – Part 11: Key Account Management (2)

- Disadvantage and Dangers of Key Account Management to Sellers;
- Advantages of Key Account Management to Customers:
 - Improved Service;
 - Improved Communication and Co-ordination;
 - Improved Terms;
 - Avoidance of Switching Costs;
 - Customised Offerings;
 - Integrated Systems;
 - Co-operation on Research and Development.
- Key Account Planning System;
- Potential Dangers for Customers;
- Internal to External Focus of Total Quality Perspective;
- Marketing Information System.

M1 – Part 12: Direct Marketing (1)

- What is Direct Marketing;
- Methods of Direct Marketing:
 - Direct Mail;
 - Telemarketing;
 - Direct Responsive Advertising;
 - Electronic Media;
 - Catalogue Marketing;
 - Inserts;
 - Door-to-Door Leafleting;
 - Text Messaging.
- Database Marketing.

M1 – Part 13: Direct Marketing (2)

- Typical Information Stored on a Database:
 - Information on Actual Potential Customers;
 - Transactional Information;
 - Promotional Information;
 - Product Information;
 - Geodemographic Information.
- Setting Campaign Objectives
 - Financial;
 - Communications;
 - Marketing.
- Creative Decisions:
 - Communication Objectives;
 - Target Market Analysis;
 - Brand Benefits and Weaknesses;
 - Development of the Offer;
 - Message Communication;

- Action Plan.
- Campaign Execution and Evaluation.

Module 2 The External Uncontrollable Environmental Factors and Their Place in Sales and Marketing

M2 – Part 1: Conceptualising and Contextualising The External Uncontrollable Environmental (PESTEL) Factors in Sales and Marketing (1)

The Organisation's External Uncontrollable Environment



- Political Context:
- Bilateral Trade Agreements;

- Multilateral Agreements;
 - Employment Tribunal Rulings;
 - Wage Regulations;
 - Equality and anti-discriminatory Act;
 - Disability Rights Act;
 - Equal Opportunity Act;
 - Sex Discrimination Act;
 - Sex Discrimination or Related Act;
 - Gender Reassignment or Similar Act;
 - Other Employment Related Acts.
- Economic Context:
- Economic Exposure;
 - Transaction Exposure;
 - Translation Exposure;
 - Economic Exposure;
 - Rulings by Regulatory Authorities;
 - Investment Boards;
 - Competition Commission;
 - Trading Regulation;
 - Foreign Exchange;
 - Interest Rates;
 - Availability of Funding.

M2 – Part 2: Conceptualising and Contextualising the External Uncontrollable Environmental (PESTEL) Factors in Sales and Marketing (2)

➤ Social Context:

- General Social Context;
- Urban-Suburban Preference;
- Social Mobility;
- Geographic Mobility;
- Skills Levels;
- Demographic Factors;
- Age Range of Population;
- Gender Mix of Population;
- Ethnic Mix;
- Vogue;
- Behavioural Patterns;
- Changing Expectations;
- FADS; and
- Social/Environmental Sensitivity.

➤ Technological Context:

- E-Commerce its impact on Client/ Customer Relationship Management (CRM);
- Development and use of technology;
- Affordability of technology;
- Web-based recruitment;
- E-Selection;
- Web-based selection;

- Video-conferencing;
 - Web-conferencing.
- Environmental Context:
- Internal Environmental Issues;
 - External Environmental Factors;
 - Competitive Forces;
 - Consumer Influence and Power;
 - Supplier Monopoly;
 - Duopolistic Market Domination;
 - Infrastructural Challenges;
 - Demand for Corporate Social Investment;
 - Strategy Implementation vs Ethical Concerns;
 - Social and Business Objectives: Compatibility or Spinoffs?

M2 – Part 3: Conceptualising and Contextualising the External Uncontrollable Environmental (PESTEL) Factors in Sales and Marketing (3)

- Legal Context:
- Competition Rules;
 - Integration Rules;
 - Employment Law;
 - Indigenisation Rules;
 - Trading Rules;
 - Import and Export Laws;
 - Bilateral Trade Agreements;
 - Multilateral Agreements
 - Employment Tribunal Rulings
 - Wage Regulations;

- Equality and anti-discriminatory acts – e.g.
- Disability Rights Act
- Equal opportunity Act
- Sex Discrimination Act
- Sex Discrimination Reassignment;
- Other Employment Related Acts.

M2 – Part 4: Organisational External Analysis: Understanding the Threats Posed, and Opportunities Presented, by Prevailing or Anticipated PESTEL Factors (1)

- Focus of External Environmental Analysis: Opportunities and Threats (OT);
- Contextualizing Environmental Threats in the PESTEL;
- Assessing Political Threats:
 - Bilateral Trade Agreements;
 - Multilateral Agreements;
 - Employment Tribunal Rulings;
 - Wage Regulations;
 - Equality and anti-discriminatory acts – e.g.
 - Disability Rights Act;
 - Equal opportunity Act;
 - Sex Discrimination Act;
 - Sex Discrimination Reassignment;
 - Other Employment Related Acts.
- Determining Economic Threats:
 - Economic Exposure;
 - Transaction Exposure;
 - Translation Exposure;
 - Economic Exposure;
 - Rulings by Regulatory Authorities;
 - Investment Boards;
 - Competition Commission;

- Trading Regulation;
 - Foreign Exchange;
 - Interest Rates;
 - Availability of Funding.
- Sorting Social Threats:
- General Social Context;
 - Urban-Suburban Preference;
 - Demographic Factors, e.g.
 - Age Range of Population;
 - Gender Mix of Population;
 - Ethnic Mix;
 - Social Mobility;
 - Geographic Mobility;
 - Skills Levels;
 - Vogue;
 - Behavioural Patterns;
 - Changing Expectations;
 - FADS; and
 - Social/Environmental Sensitivity.
- Analyzing Technological Threats;
- E-Commerce its impact on Client/ Customer Relationship Management (CRM);
 - Development and use of technology;
 - Affordability of technology;
 - Web-based recruitment;
 - E-Selection;
 - Web-based selection;
 - Video-conferencing;
 - Web-conferencing.

M2 – Part 5: Organisational External Analysis: Understanding the Threats Posed, and Opportunities Presented, by Prevailing or Anticipated PESTEL Factors (2)

- Environmental Threats;
 - Internal Environmental Issues;
 - External Environmental Factors;
 - Competitive Forces;
 - Consumer Influence and Power;
 - Supplier Monopoly;
 - Duopolistic Market Domination;
 - Infrastructural Challenges;
 - Demand for Corporate Social Investment;
 - Strategy Implementation vs Ethical Concerns;
 - Social and Business Objectives: Compatibility or Spinoffs?
- Legal Threats
 - Competition Rules;
 - Integration Rules;
 - Employment Law;
 - Indigenisation Rules;
 - Trading Rules;
 - Import and Export Laws;
 - Bilateral Trade Agreements;
 - Multilateral Agreements
 - Employment Tribunal Rulings
 - Wage Regulations;
 - Equality and Anti-Discriminatory Acts;
 - Disability Rights Act;
 - Equal opportunity Act;

- Sex Discrimination Act;
 - Sex Discrimination Reassignment;
 - Other Employment Related Acts.
- Acceding to, or Circumventing, PESTEL Threats.

Module 3

Marketing Dynamics: Effective Customer and Client-Driven Value, Orientation and Strategy

M3 - Part 1: Marketing: Creating and Capturing Customer Value

- Defining and Deconstructing Marketing;
- Understanding the Marketplace and Customer Needs;
- Designing a Customer-Driven Marketing Strategy;
- Preparing an Integrated Marketing Plan and Program;
- Building Customer Relationships;
- Capturing Value from Customers;
- The Changing Marketing Landscape.

M3 - Part 2: Company and Marketing Strategy: Partnering to Build Customer Relationships

- Companywide Strategic Planning: Defining Marketing's Role;
- Designing the Business Portfolio;
- Planning Marketing: Partnering to Build Customer;
- Relationships;
- Marketing Strategy and the Marketing Mix;
- Managing the Marketing Effort;
- Measuring and Managing Return on Marketing Investment.

M3 - Part 3: Analysing the Marketing Environment

- The Company's Microenvironment;
- The Company's Macro-environment;
- Demographic Environment;
- Economic Environment;
- Natural Environment;
- Technological Environment;
- Political and Social Environment;
- Cultural Environment;
- Responding to the Marketing Environment.

M3 - Part 4: Managing Marketing Information to Gain Customer Insights

- Marketing Information and Customer Insights;
- Assessing Marketing Information Needs;
- Developing Marketing Information;
- Marketing Research;
- Analyzing and Using Marketing Information;
- Other Marketing Information Considerations.

Module 4

Marketing Dynamics: Effective Customer and Client-Driven Value, Orientation and Strategy (2)

M4 - Part 1: Understanding Consumer and Business Buyer Behaviour

- Consumer Markets and Consumer Buyer Behavior;
- Model of Consumer Behavior;
- Characteristics Affecting Consumer Behavior;
- The Buyer Decision Process;
- The Buyer Decision Process for New Products;
- Business Markets and Business Buyer Behavior;
- Business Markets;
- Business Buyer Behavior;
- The Business Buying Process;
- E-Procurement.

M4 - Part 2: Customer-Driven Marketing Strategy: Creating Value for Target Customers

- Customer-Driven Marketing Strategy;
- Market Segmentation;
- Market Targeting;
- Differentiation and Positioning.

M4 - Part 3: Products, Services and Brands: Building Customer Value

- What is a Product;
- Product and Service Decisions;
- Services Marketing;
- Branding Strategy: Building Strong Brands.

M4 - Part 4: Product Life Cycle Stages Strategies: Managing Life Cycle Stages and Implementing Rejuvenative and Sustainable Strategies

- Product Life Cycle Stages: Their Meaning, Product and Brand Implications and Remedy:
 - Introduction Launch or Birth;
 - Growth;
 - Maturity;
 - Saturation;
 - Decline;
 - Senility;
 - Demise or Death.
- New-Product Development Strategy;
- The New-Product Development Process;
- Managing New-Product Development;
- Product Decisions and Social Responsibility.

Module 5 Marketing Dynamics: Effective Customer and Client-Driven Value, Orientation and Strategy

M5 - Part 1: Pricing: Understanding and Capturing Customer Value

- What is a Price;
- Customer Perceptions of Value;
- Company and Product Costs;
- Other Internal and External Considerations Affecting Price Decisions;
- New-Product Pricing;
- Product Mix Pricing;
- Price-Adjustment Strategies;
- Price Changes.

M5 - Part 2: Marketing Channels: Delivering Customer Value

- Supply Chains and the Value Delivery Network;
- The Nature and Importance of Marketing Channels;
- Channel Behavior and Organization;
- Channel Design Decisions;
- Channel Management Decisions ;
- Marketing Logistics and Supply Chain Management.

M5 - Part 3: Retailing and Wholesaling

- Retailing;
- Retailer Marketing Decisions;
- Retailing Trends and Developments;
- Wholesaling.

M5 - Part 4: Communicating Customer Value: Advertising and Public Relations

- The Promotion Mix;
- Integrated Marketing Communications;
- Advertising;
- Setting Advertising Objectives;
- Setting the Advertising Budget;
- Developing Advertising Strategy;
- Evaluating Advertising Effectiveness and Return on Advertising Investment;
- Other Advertising Considerations;
- Public Relations;
- Major Public Relations Tools.

Module 6 Employee Resourcing: Recruitment and Selection

M6 - Part 1: Strategizing Employee Resourcing

- Logicalizing Internal and External Selection Processes;
- Internal and External Selection Processes as an Organisational Development Phenomena;
- Rationalising Internal Selection as a Process;
- Staff Turnover and its Negative and Positive Impact on the Organisation;
- Recruitment and Selection as a Resourcing Activity;
- The Importance of Human Resource Forecasts;
- Methods of Forecasting Human Resource Needs of the Organisation;
- Strategic Operational Review' (SOR) As Prerequisite for Human Resource Forecasting;
- Importance of Human Resource Audit;
- Conducting Human Resource Audit;
- Periodic and Exit Interviews.

M6 - Part 2: The Legal Bases of Employee Resourcing

- The Psychological Contract and Its Legal Bases
- Genuine Occupational Qualification (GOQ);
- Employees, Workers, and Contractors: Their Distinction and Legal Implications;
- Avoiding Accusations of Discrimination in Employment;
- Holiday Entitlement;
- Job Design and the Equality and Other Regulations:
 - Mechanistic Job Design;
 - Biological Job Design;
 - Perceptual Job Design;
 - Motivational Job Design.

- Legal Issues in Recruitment and Selection: Avoiding Discrimination;
- Statutory Information Requirement and Timescale for New Employees;
- Employees as Intellectual Capital;
- Exploiting the Organisation's Intellectual Property;
- Protecting the Organisation's Intellectual Property;
- Employee vs. Employer in Ownership of Intellectual Property Rights;
- Patent and Intellectual Property Rights;
- Research and Development and Intellectual Property Rights;
- Research and Development and the Patent Act;
- 'Reverse Engineering' and Intellectual Property Rights;
- Instant Dismissal or Summary Dismissal?;
- Employment of 'Workers', Subject to Immigration Control;
- Statutory Instruments 2014 No. 1262 - Immigration - The Immigration (Employment of Adults Subject to Immigration Control) (Maximum Penalty) (Amendment) Order 2014.

M6 - Part 3: Systematising the Recruitment and Selection Process

- Systematic Recruitment and Selection Process;
- Job Analysis;
- Job Description;
- Personnel Specification;
- Market Targeting;
- Designing and Placing Advertisement;
- Weighting and Using a Candidate Assessment Form (CAF);
- Non-Conventional Personnel Selection;
- Short Listing Candidates;
- Conducting Selection Interviews;
- The problems and benefits of Web-based Recruitment;
- International E-Selection: Its Organisation, and Management;

- International Video-Based Selection: Understanding and addressing its associated problems;
- Employees:
 - Benefits of Internal Selection;
 - Problems with Internal Selection.
- Human Resource Planning (HRP).

M6 - Part 4: Practicalising the Recruitment and Selection Process

- Determining or Predicting Vacancies;
- Conducting Job Analysis;
- Designing Job Description;
- Designing Personnel Specification;
- Market Targeting;
- Designing and Placing Advertisement;
- Weighting and Using a Candidate Assessment Form (CAF);
- Short Listing Candidates;
- Conducting Selection Interviews;
- Deciding on Preference Order of Candidates;
- Notifying Successful Candidates.

M6 - Part 5: Organisational Retention Strategy

- Levels of Individual Commitment of Potential and New Recruits:
 - Moral Commitment;
 - Remunerative Commitment;
 - Calculative Commitment.
- Efforts to Transform Remunerative and Calculative Commitment to Moral Commitment;
- Training, Education, Development as Talent Management Enhancement;
- The Value of Staff Induction;
- Organising an Induction Programme;
- Running an Induction Programme;

- Conducting Periodic Interviews;
- Addressing Issues Emerging for the Exit Interviews;
- Conducting Exit Interviews.

Module 7

Motivating Workers: Intrinsic and Extrinsic Rewards

M7 - Part 1: Conceptual and Contextual Motivation Issues

- Directing or Leading: Setting the Stage;
- The Conceptual Bases of Motivation;
- Theoretical Bases of Motivation: An Overview;
- Distinguishing Between Knowledge and Skills;
- Competence and Performance: A Conceptual Exploration;
- Is there a Definitive Relationship between Competence and Motivation.

M7 - Part 2: Motivation Theories and Their Protagonists (1)

- Content Theories and Some of Their Contributors;
- Maslow's Hierarchy of Needs;
- Analysis of Maslow's Claims;
- McClelland's Studies;
- Taylor: Money and Motivation;
- Motivator-Hygiene Factor: Herzberg's Contribution.

M7 - Part 3: Motivation Theories and Their Protagonists (2)

- Process Theories;
- Equity Theory;
- Goal-Setting Theory;
- Expectancy Theory;
- Equitable Reward Systems;
- Reinforcement Theories.

M7 - Part 4: Universalist and Contingency Approaches to Motivation

- Motivation and Contingency Theory;
- The Contingency Approach to Motivation;
- The Collectivist vs. the Individualist Perspective of Motivation;
- Common Trends in Motivation Theories;
- Intrinsic and Extrinsic Values of Motivation;
- Motivation and Worker Behaviour.

M7 - Part 5: Contextualising Motivation: Intrinsic and Extrinsic Values

- The Extent to Which Salary or Wages Inducement Motivate Workers;
- Performance Related Pay (PRP);
- Productivity Bonuses;
- Efficiency Gains;
- Profit Share;
- Social Differentiation in Motivation;
- Culture Differentiation in Motivation;
- Wealth as a Factor in Motivation;
- Class as an Issue in Motivation;
- Individual Expectation and Motivation;
- Individual Preferences as a Motivating Factor;
- Designing an Effective Motivation Strategy.

Module 8

Research Methods for Marketing Research

M8 - Part 1: Research Design: Important Considerations

- Sources of Information:
 - Secondary Sources;
 - Primary Sources.
- Reviewing Literature;
- Choosing the Methodology:
 - Qualitative Approaches;
 - Quantitative Approaches;
 - Triangulating' The Methodology.

M8 - Part 2: Data Elicitation Techniques

- Surveys;
- Participant Observation;
- Conversation Analysis;
- Documentary Analysis;
- Focus Groups;
- Interviews;
- Questionnaires.

M8 - Part 3: Sampling as an Important Element of Research Design

- The Sampling Frame;
- Sampling Techniques:
 - Convenience or Non-random Samples;
 - Quota Sample;
 - Systematic Sample.
- Probability or Random Samples:
 - Simple Random Sample;
 - Stratified Sampling;
 - Multi-stage Sampling.

M8 - Part 4: Interview or Questionnaire?

- Using Unstructured Questions;
- Using Open-ended Questions:
 - Designing Closed-ended Questions;
 - Avoiding Forced-choice.

M8 - Part 5: Data Analysis and Interpretation

- Instruments of Analysis:
 - Using a 'Tally System';
 - Using SPSS Package;
 - Using Excel Package.
- Data Interpretation:
 - Making Sense of the Information;
 - Identifying 'Trends' & 'Patterns' in Information;
 - Arriving at Conclusions;
 - Reporting the Findings;
 - Reporting Styles;

- Using the Evidence.

M8 - Part 6: Uses of Visual Representations

- Generating Graphs and Charts from Tables;
- Managing Research Projects;
- Project Planning;
- Generating Project Roles;
- Realistic Project Costing;
- Monitoring and Continuous Evaluation;
- The Interim Reports.

M8 - Part 7: Writing a Research Proposal

- Establishing Research Objectives;
- Identifying & Defining the Problem;
- The Synopsis;
- Ethical Concerns in the Formulation & Conduct of Research.

Module 9

E-Marketing: The Role of Digital Media within the Marketing Function

M9 - Part 1: Overview of Marketing

- Benefits and Risks of E-Marketing;
- Business-To-Consumer (BC2);
- Business-To-Business (B2B);
- Customer-To-Business (C2B);
- Customer-To-Customer (C2C);
- E-Business vs. E-Commerce vs. E-Business;
- Poor E-Marketing;
- Objectives of E-Marketing;

- Introduction to E-Strategy;
- E-marketing Tactics, Actions and Control.

M9 - Part 2: Dealing with E-Customers

- E-Customers;
- Motivations;
- Expectations;
- Fears and Phobias;
- The Online Buying Process;
- Online Information Processing;
- Online Relationships and Royalty;
- Communities and Social Networks;
- Customer Profiles;
- Researching the Online Customer;
- The Post-PC Customer.

M9 - Part 3: Establishing E-Customer Relation Management (CRM)

- Customer Relation Management (CRM);
- Relationship Marketing;
- Database Marketing;
- E-CRM;
- Profiling;
- Personalisation;
- E-Mail Marketing;
- Control Issues;
- Cleaning Database.

M9 - Part 4: Engaging in E-Business

- E-Business;
- E-Business Architecture;
- An E-Business Value Framework;
- Buy-Side Applications;
- In-Side Applications;
- Clearing the E-Business;
- E-Business Security;
- E-Business Success Criteria;
- E-Business Failure Criteria.

Module 10 Strategic Brand Management: An International Perspective

M10 - Part 1: Overview of Brand Management

- Defining Brand;
- Brands vs. Products;
- Levels of Meaning for a Product;
- Importance of Brands to Consumers;
- Risk Reduction in Product Decisions;
- Importance of Brands to Firms;
- What Can Be Branded;
- Branding a Commodity: An Example;
- What is branded;
- Source of Brands Strength;
- Brand Management: Importance;
- What are the strongest brands;
- Branding Challenges and Opportunities;
- The Brand Equity Concept;
- Strategic Brand Management;

- Strategic Brand Management Process.

M10 - Part 2: Understanding Customer Based Brand Equity

- Brand Equity as a “Bridge”;
- Making a Brand Strong;
- Brand Equity: Sources;
- Brand Awareness Advantages;
- Establishing Brand Awareness;
- Creating a Positive Brand Image;
- Steps in Brand Building;
- Customer’s Frequently Asked Questions about Brand;
- Customer-Based Brand Equity Pyramid;
- Sub-Dimensions of CBBE Pyramid;
- Salience Dimensions;
- Importance of Depth and Breadth;
- Product Category Structure;
- Performance Dimensions;
- Imagery Dimensions;
- Judgment Dimensions;
- Feelings Dimensions;
- Resonance Dimensions;
- Customer-Based Brand Equity Model;
- Identifying the Key Drivers of Brand Equity;
- Implications of Brand Building;
- Developing Customer Value;
- Is A Company Consumer-Centric;
- Customer Relationship Management (CRM);
- Understanding Customer Equity;
- Customer Equity vis-à-vis Brand Equity.\

M10 - Part 3: Brand Positioning and Values

- Brand Positioning;
- Determining a Frame of Reference;
- Target Market;
- Example;
- Criteria for Segmentation;
- Nature of Competition;
- Points-of-Parity (POP) and Points-of-Difference (POD);
- Brand Positioning Guidelines;
- Defining and Communicating the Competitive Frame of Reference;
- Selecting POP's & POD's;
- Attribute and Benefit Trade-offs;
- Strategies to Reconcile Attribute and Benefit Trade-offs;
- Core Brand Values;
- Brand Mantras;
- Designing the Brand Mantra;
- Internal Branding;
- Brand Audit:
 - Importance;
 - Steps.
- Brand Inventory;
- Brand Exploratory;
- Brand Audit Outline: Suggested.

M10 - Part 4: Selecting the Proper Brand Elements

- Developing Customer-Based Brand Equity;
- Criteria for Choosing Brand Elements;
- Tactics for Brand Elements;
- Brand Names;
- Guidelines in Brand Naming;

- Brand Naming Procedures;
- URLs;
- Logos and Symbols;
- Characters;
- Slogans;
- Classic Slogans;
- Jingles;
- Packaging;
- Packaging and Its Influence on:
 - Taste;
 - Value;
 - Consumption;
 - A Person's Use of Product.
- Combining all the Brand Elements.

M10 - Part 5: The Role of Marketing Communications in Building Brand Equity

- Defining Marketing Communications;
- The New Media Environment;
- Simple Test for Marketing Communications;
- Information Processing Model of Communications;
- Marketing Communications Options;
- Advertising;
- Ideal Ad Campaign;
- Advertising Categories;
- Promotions;
- Event Marketing;
- Event Sponsorship;
- Public Relations and Publicity;
- Personal Selling;
- Integrated Marketing Communications (IMC);
- Developing IMC Programs;

- Evaluating IMC Programs;
- IMC Audience Communication Option Overlap;
- Guidelines on Marketing Communication.

Module 11 **International Marketing**

M11 - Part 1: International Marketing: An Overview

- International Marketing: Identifying its Scope and Challenges:
 - The Internationalization of Business;
 - Defining International Marketing;
 - The International Marketing Task;
 - Importance of Environmental Adjustments;
 - Obstacles;
 - Becoming International;
 - International Marketing Orientations;
 - Globalisation of Markets;
 - Global Awareness Development;
 - Basics of International Marketing.
- Understanding the Dynamics of International Markets:
 - The Twentieth Century;
 - The Concept of Balance of Payment;
 - Protectionism;
 - Trade Restrictions.

M11 - Part 2: The Influence of Culture in International Marketing

- Towards Cultural Understanding:
 - Geography and International Markets;
 - Geography, Nature and International Trade;
 - World Trade Routes;
 - Historical Perspective on International Market.
- Examining the Cultural Dynamics in International Marketing:
 - Cultural Knowledge;
 - Elements of Culture;
 - Cultural Change;
 - Planned Cultural Change;
 - Effects of Innovation.
- Determining the Business Customs and Practices in International Marketing:
 - Organisational Adaptation;
 - Looking into Different Business Practices;
 - Business Ethics.
- Coping with the International Political and Legal Environment:
 - Political Environments;
 - Political Risks;
 - Encouraging Foreign Investments;
 - Assessing Political Vulnerability;
 - Reducing Political Vulnerability;
 - Legal Environments;
 - Legal Remedy in the Resolution of International Disputes;
 - Protecting Intellectual Property Rights;
 - Commercial Law within Countries;
 - Legal Environment of the European Union.
- Conducting International Marketing Research:
 - Breadth and Scope of International Marketing Research;
 - The Research Process;
 - Responsibility for Conducting Marketing Research;

- Estimating Marketing Demand;
- Multinational Marketing Information System.
- Analysing the Emerging Markets and Market Behaviour:
 - Marketing and Economic Development;
 - Marketing in a Developing Country;
 - Emerging Markets;
 - Innovating Marketing Behaviour and Market Segmentation.
- Multinational Market Regions and Market Groups:
 - The Concept of La raison d'être;
 - Patterns of Multinational Cooperation;
 - Global Market and Multinational Market Groups;
 - Future Multinational Market Groups;
 - Strategic Implications for Marketing.

M11 - Part 3: Formulating Effective International Marketing Strategies and Developing a Plan

- International Marketing Strategies:
 - International Marketing Management;
 - Competition in the Global Marketplace;
 - Formulating International Marketing Strategies;
 - Strategic Planning.
- Developing International Market Entry Strategies:
 - Why Engage in Global Marketplace;
 - Market Servicing Strategies;
 - Assessing Market Opportunity;
 - Selecting a Country;
 - Strategic International Alliances;
 - Market Entry Strategies.
- Exporting, Managing and Logistics Regulations and Restrictions:
 - Exporting and Importing, Regulations and Restrictions;
 - Custom-Privileged Facilities;

- Required Export Documents;
 - Terms of Sales;
 - Logistics;
 - The Foreign-Freight Forwarders.
- Developing Consumer Products for International Markets:
- International Markets and Product Development;
 - The Link between Products and Culture;
 - Product Life Cycle and Adaptation;
 - Examining Products for Adaptation;
 - Quality Products.
- Marketing Industrial Products and Business Services:
- The Industrial Product Market;
 - Attributes of Product Quality;
 - Relationship Marketing;
 - Promoting Industrial Products;
 - Marketing Services Globally.
- The International Distribution System:
- International Advertising;
 - Challenges of International Marketing;
 - Media Planning and Analysis;
 - Sales Promotion;
 - International Advertising and the Communication Process;
 - The Advertising Agency;
 - International Control of Advertising.
- Personal Selling and Negotiations in International Markets:
- Selling in International Markets;
 - International Sales Force Recruitment;
 - Cross-Cultural Negotiations.
- Price-Determinants in International Markets:
- Pricing Policy;
 - Factors Influencing International Pricing;

- Administered Pricing;
- Transfer Pricing;
- Dumping Price Quotations;
- Countertrade as Pricing Tool.

M11 - Part 4: Ethical, Financial and Management Issues in International Marketing

- Ethics and Social Responsibility:
 - Ethical Environment;
 - Defining Social Responsibility;
 - Ethics and International Marketing;
 - Ethical Behaviour in International Marketing.
- How to Finance and Manage the International Marketing Operations:
 - Capital Needs for International Marketing;
 - Sources of Government Funds for International Marketing;
 - Financial Risk and Risk Management;
 - Managing Financial Risk;
 - Marketing and Organisation;
 - Issues Influencing a Structure;
 - The Changing Profile of the International Manager;
 - Managing International Personnel;
 - Non-Western Management Style.

Postgraduate Diploma, Postgraduate Certificate, and Diploma – Postgraduate - Short Course Regulation

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate: Their Distinction, Credit Value and Award Title

Postgraduate Short Courses of a minimum of five days' duration, are referred to as Diploma – Postgraduate. This means that they are postgraduate credits, towards a Postgraduate Certificate and Postgraduate Diploma. Postgraduate Certificate and Postgraduate Diploma represent Programmes of Study, leading to Awards bearing their title prefixes. While we, refer to our short studies, of 5 days to five weeks, as 'Courses', those with duration of 6 weeks and more are labelled 'Programmes'. Nevertheless, in line with popular usage, we often refer to all study durations as 'Courses'. Another mark of distinction, in this regard, is that participants in a short course are referred to as 'Delegates', as opposed to the term 'Students', which is confined to those studying a Postgraduate Programme.

Courses are of varying Credit-Values; some being Single-Credit, Double-Credit, Triple-Credit, Quad-Credit, 5-Credit, etc. These short courses accumulate to Postgraduate Certificate, with a total of 180 Credit-Hours (= 6 X 5-Day Courses or 3 X 10-Day Courses), or Postgraduate Diploma, with a total of 360 Credit-Hours (= 12 X 5-Day Courses or 6 X 10-Day Courses).

Delegates studying courses of 5-7 days' duration, equivalent to 30-42 Credit-Hours (Direct Lecturer Contact), will, on successful assessment, receive the Diploma – Postgraduate Award. This represents a single credit at Postgraduate Level. While 6-day and 7-day courses also lead to a Diploma – Postgraduate, they accumulate 36 and 42 Credit Hours, respectively.

Postgraduate Certificate, Postgraduate Diploma, and Diploma – Postgraduate Assessment Requirement

Because of the intensive nature of our courses and programmes, assessment will largely be in-course, adopting differing formats. These assessment formats include, but not limited to, in-class tests, assignments, end of course examinations. Based on these assessments, successful candidates will receive the Diploma – Postgraduate, Postgraduate Certificate, or Postgraduate Diploma, as appropriate.

In the case of Diploma – Postgraduate, a minimum of 70% overall pass is expected. In order to receive the Awards of Postgraduate Certificate and Postgraduate Diploma, candidates must have accumulated at least the required minimum 'Credit-Hours', with a pass (of 70% and above) in at least 70% of the courses taken.

Delegates and students who fail to achieve the requirement for Postgraduate Certificate, Postgraduate Diploma, or Diploma - Postgraduate - will be given support for 2 re-submissions for each course. Those delegates who fail to achieve the assessment requirement for the Postgraduate Diploma or Diploma - Postgraduate - on 2 resubmissions, or those who elect not to receive them, will be awarded the Certificate of Attendance and Participation.

Diploma – Postgraduate, Postgraduate Certificate, and Postgraduate Diploma Application Requirements

Applicants for Diploma – Postgraduate – Postgraduate Certificate, and Postgraduate Diploma are required to submit the following documents:

- Completed Postgraduate Application Form, including a passport sized picture affixed to the form;
- A copy of Issue and Photo (bio data) page of the applicant's current valid passport or copy of his or her Photo-embedded National Identity Card;
- Copies of credentials mentioned in the application form.

Admission and Enrolment Procedure

- On receipt of all the above documents we will assess applicants' suitability for the Course or Programme for which they have applied;
- If they are accepted on their chosen Course or Programme, they will be notified accordingly and sent Admission Letters and Invoices;
- One week after the receipt of an applicant's payment or official payment notification, the relevant Course or Programme Tutor will contact him or her, by e-mail or telephone, welcoming him or her to HRODC Postgraduate Training Institute;
- Those intending to study in a foreign country, and require a Visa, will be sent the necessary immigration documentation, to support their application;
- Applicants will be notified of the dates, location and venue of enrolment and orientation, where appropriate.

Modes of Study and Duration of Postgraduate Certificate and Postgraduate Diploma Programmes

There are two delivery formats for Postgraduate Certificate and Postgraduate Diploma Programmes, as follows:

1. Intensive Full-time (Classroom-Based) Mode, lasting 3 months for Postgraduate Diploma, and 6 weeks for Postgraduate Certificate. These durations are based on six hours' lecturer-contact per day, five days (30 hours) per week, for Postgraduate Diploma;
2. Video-Enhanced On-Line Mode. This interactive online mode lasts twenty (20) weeks, for Postgraduate Diploma, and ten (10) weeks for Postgraduate Certificate. Our calculation is based on three hours per day, six days per week.

Whichever study mode is selected, the aggregate of 360 Credit Hours must be achieved.

Introducing Our Video-Enhanced Online Study Mode

In a move away from the traditional online courses and embracing recent developments in technology-mediated distance education, HRODC Postgraduate Training Institute has introduced a Video-Enhanced Online delivery. This Online mode of delivery is revolutionary and, at the time of writing, unique to HRODC Postgraduate Training Institute.

You are taught as individuals, on a one-to-one or one-to-small-group basis. You see the tutor face to-face, for the duration of your course. You will interact with the tutor, ask and address questions; sit examinations in the presence of the tutor. It is as real as any face-to-face lecture and seminar can be. Choose from a wide range of Diploma – Postgraduate Courses and an increasing number of Specialist Postgraduate Certificate and Postgraduate Diploma Programmes. You might also accumulate Postgraduate Short Courses, via this mode of study, over a 6-year period, towards a Postgraduate Certificate or Postgraduate Diploma.

Key Features of Our Online Study: Video-Enhanced Online Mode

- The tutor meets the group and presents the course, via Video, in a similar way to its classroom-based counterpart;
- All participants are able to see, and interact with, each other, and with the tutor;
- They watch and discuss the various video cases and demonstrations that form an integral part of our delivery methodology;
- Their assessment is structured in the same way as it is done in a classroom setting;
- The Video-Enhanced Online mode of training usually starts on the 1st of each month, with the cut-off date being the 20th of each month, for inclusion the following month;
- Its duration is twice as long as its classroom-based counterpart. For example, a 5-day (30 Credit Hours) classroom-based course will last 10 days, in Video-Enhanced Online mode. This calculation is based on 3 hours tuition per day, adhering to the Institute's required 30 Credit-Hours;
- The cost of the Video-Enhanced Online mode is 67% of similar classroom-based courses;

- For example, a 5-day classroom-based course, which costs Five Thousand Pounds, is only Three Thousand Three Hundred and Fifty Pounds (£3,350.00) in Video-Enhanced Online Mode.

10-Week Video-Enhanced Online Postgraduate Certificate and 20-Week Video-Enhanced Online Postgraduate Diploma

You might study an Online Postgraduate Certificate or Online Postgraduate Diploma, in 10 and 20 weeks, respectively, in the comfort of your office or homes, through HRODC Postgraduate Training Institute's Video-Enhanced Online Delivery. We will deliver the 180 Credit-Hours and 360 Credit-Hours, in line with our regulation, through 'Direct-Lecturer-Contact', within the stipulated timeframe. We aim to fit the tuition around your work, family commitment and leisure, thereby enhancing your maintenance of an effective 'work-study-life-style balance', at times convenient to you and your appointed tutor.

Cumulative Postgraduate Certificate and Postgraduate Diploma Courses

All short courses can accumulate to the required number of Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, over a six-year period from first registration and applies to both general and specialist groupings. In this regard, it is important to note that short courses vary in length, the minimum being 5 days (Diploma – Postgraduate) – equivalent to 30 Credit Hours, representing one credit, as is tabulated below.

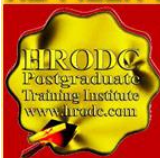
On this basis, the definitive calculation on the Award requirement is based on the number of hours studied (aggregate credit-value), rather than merely the number of credits achieved. This approach is particularly useful when a student or delegate studies a mixture of courses of different credit-values.

For those delegates choosing the accumulative route, it is advisable that at least one or two credits be attempted each year. This will ensure that the required 180 Credit-Hours and 360 Credit-Hours, for the Postgraduate Certificate and Postgraduate Diploma, respectively, are

Sales and Marketing Corporate and Operational Strategies, for Enhanced Effectiveness and Sustainable Revenue Growth, Intensive Full Time (3 Months) Postgraduate Diploma Programme, Leading to Postgraduate Diploma in Sales and Marketing Corporate and Operational Strategies achieved, within the designated period. These Credit-Values, awards and their accumulation are exemplified below.

Examples of Postgraduate Course Credits: Their Value, Award Prefix & Suffix – Based on 5-Day Multiples		
Credit Value	Credit Hours	Award Title Prefix (& Suffix)
Single-Credit	30-54	Diploma - Postgraduate
Double-Credit	60-84	Diploma – Postgraduate (Double-Credit)
Triple-Credit	90-114	Diploma – Postgraduate (Triple-Credit)
Quad-Credit	120-144	Diploma – Postgraduate (Quad-Credit)
5-Credit	150-174	Diploma – Postgraduate (5-Credit)
6-Credit	180-204	Postgraduate Certificate
7-Credit	210-234	Postgraduate Certificate (+ 1 Credit)
8-Credit	240-264	Postgraduate Certificate (+2 Credits)
9-Credit	270-294	Postgraduate Certificate (+3 Credits)
10-Credit	300-324	Postgraduate Certificate (+ 4 Credits)
11-Credit	330-354	Postgraduate Certificate (+5 Credits)
12-Credit	360	Postgraduate Diploma
360 Credit-Hours = Postgraduate Diploma		
12 X 5-Day Courses = 360 Credit-Hours = Postgraduate Diploma		
10 X 6-Day Courses = 360 Credit-Hours = Postgraduate Diploma		

HRODC Postgraduate Training Institute
 HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director

PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.

Exemplification of Accumulated Postgraduate Certificate and Postgraduate Diploma Award Titles

All Specialist Postgraduate Certificate and Postgraduate Diploma Programmes have their predetermined Award Titles. Where delegates do not follow a Specialism, for accumulation to a Postgraduate Diploma, they will normally be Awarded a General Award, without any Specialist Award Title. However, a Specialist Award will be given, where a delegate studies at least seventy percent (70%) of his or her courses in a specialist grouping. These are exemplified below:


- 1. Postgraduate Diploma in Accounting and Finance;**
- 2. Postgraduate Certificate in Accounting and Finance;**
- 3. Postgraduate Certificate in Aviation Management;**
- 4. Postgraduate Diploma in Aviation Management;**
- 5. Postgraduate Certificate in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 6. Postgraduate Diploma in Industrial Health and Safety Management, Incorporating Oil and Gas Safety;**
- 7. Postgraduate Certificate in Business Communication;**
- 8. Postgraduate Diploma in Business Communication;**
- 9. Postgraduate Certificate in Corporate Governance;**
- 10. Postgraduate Diploma in Corporate Governance;**
- 11. Postgraduate Certificate in Costing and Budgeting;**
- 12. Postgraduate Diploma in Costing and Budgeting;**
- 13. Postgraduate Certificate in Client or Customer Relations;**
- 14. Postgraduate Diploma in Client or Customer Relations;**
- 15. Postgraduate Certificate in Engineering and Technical Skills;**
- 16. Postgraduate Diploma in Engineering and Technical Skills;**
- 17. Postgraduate Certificate in Events Management;**
- 18. Postgraduate Diploma in Events Management;**
- 19. Postgraduate Certificate in Health and Safety Management;**

- 20. Postgraduate Diploma in Health and Safety Management;**
- 21. Postgraduate Certificate in Health Care Management;**
- 22. Postgraduate Diploma in Health Care Management;**
- 23. Postgraduate Certificate in Human Resource Development;**
- 24. Postgraduate Diploma in Human Resource Development;**
- 25. Postgraduate Certificate in Human Resource Management;**
- 26. Postgraduate Diploma in Human Resource Management;**
- 27. Postgraduate Certificate in Information and Communications Technology (ICT);**
- 28. Postgraduate Diploma in Information and Communications Technology (ICT);**
- 29. Postgraduate Certificate in Leadership Skills;**
- 30. Postgraduate Diploma in Leadership Skills;**
- 31. Postgraduate Certificate in Law – International and National;**
- 32. Postgraduate Diploma in Law – International and National;**
- 33. Postgraduate Certificate in Logistics and Supply Chain Management;**
- 34. Postgraduate Diploma in Logistics and Supply Chain Management;**
- 35. Postgraduate Certificate in Management Skills;**
- 36. Postgraduate Diploma in Management Skills;**
- 37. Postgraduate Certificate in Maritime Studies;**
- 38. Postgraduate Diploma in Maritime Studies;**
- 39. Postgraduate Certificate in Oil and Gas Operation;**
- 40. Postgraduate Diploma in Oil and Gas Operation;**
- 41. Postgraduate Certificate in Oil and Gas Accounting;**
- 42. Postgraduate Diploma in Oil and Gas Accounting;**
- 43. Postgraduate Certificate in Politics and Economic Development;**
- 44. Postgraduate Diploma in Politics and Economic Development;**
- 45. Postgraduate Certificate in Procurement Management;**
- 46. Postgraduate Diploma in Procurement Management;**
- 47. Postgraduate Certificate in Project Management;**

- 48. Postgraduate Diploma in Project Management;**
- 49. Postgraduate Certificate in Public Administration;**
- 50. Postgraduate Diploma in Public Administration;**
- 51. Postgraduate Certificate in Quality Management;**
- 52. Postgraduate Diploma in Quality Management;**
- 53. Postgraduate Certificate in Real Estate Management;**
- 54. Postgraduate Diploma in Real Estate Management;**
- 55. Postgraduate Certificate in Research Methods;**
- 56. Postgraduate Diploma in Research Methods;**
- 57. Postgraduate Certificate in Risk Management;**
- 58. Postgraduate Diploma in Risk Management;**
- 59. Postgraduate Certificate in Sales and Marketing;**
- 60. Postgraduate Diploma in Sales and Marketing;**
- 61. Postgraduate Certificate in Travel, Tourism and International Relations;**
- 62. Postgraduate Diploma in Travel, Tourism and International Relations.**

The actual courses studied will be detailed in a student or delegate's Transcript.

HRODC Postgraduate Training Institute
HQ : 122A Bhylls Lane, Castlecroft, Wolverhampton, West Midlands WV3 8DZ, UK



Prof. Dr. Ronald B. Crawford - Director
PhD (Uni London); M. Ed. M (Bristol); PGCIS (UWL); Adv. Dip. Sc. Ed (Bristol); Dip. Doc. Res. (Uni Wlv); F.I.M.S.; HR. S. (I.M.S.); Exec. M. AOM; M. AAM; M.I.S.G.S.; M.S.C.O.S.; M. RG. C.

Service Contract, incorporating Terms and Conditions

[Click, or copy and paste the URL, below, into your Web Browser, to view our Service Contract, incorporating Terms and Conditions.](https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extenuating_Circumstances_Payment_Protocol_Location.htm)

https://www.hrodc.com/Service_Contract_Terms_and_Conditions_Service_Details_Delivery_Point_Period_Cancellations_Extenuating_Circumstances_Payment_Protocol_Location.htm

The submission of our application form or otherwise registration by of the submission of a course booking form or e-mail booking request is an attestation of the candidate's subscription to our Policy Terms and Conditions, which are legally binding.

Prof. Dr. Ronald B. Crawford
Director
HRODC Postgraduate Training Institute