Module code	**INB707**	**Level**	7
Module title	**International Staff & Client Management**		
Status	**Core**		
Teaching Period	**Autumn**		
Courses on which the module is taught	MA International Business MA Management and Leadership MA Management and Marketing MA Management and Finance MA Management and Branding		
Prerequisite modules	N/A		
Notional learning hours	200	**Credit value** 20	**ECTS Credits** 10
Field trips?	*Optional where offered*		
Additional costs	*Psychometric tests and supporting material are to be included in the Programme budget.*		
Content notes	*NO*		

1.   Module description

Critical for organisational success, today's international business environment requires cross-disciplinary understanding and effective management of international staff and high-net-worth clients. As a result, in contrast to other business programmes, this module brings together two fields that are often separated – staff management and marketing. Therefore, this module draws from the theoretical frameworks and practices of: HRM (Human Resource Management, Management), Organisational Behaviour, Cross Culture Management, B2B (Business to Business), CRM (Customer Relationship Management), CDM, (Customer Data Management), Key Account Management and analytical tools such as KPI's, adopting a practice-based solutions approach. Through participating in structured discussions and coursework, you will also be expected to tackle emerging issues, such as sustainability, artificial intelligence, digital transformation and automation, as well as well-being that affect professionals. Students will be exposed to toolkits, frameworks, studies and perspectives that highlight the ability to forge and manage value-driven relationships with staff and external business partners.

Indicative Content:

- Client Management Profile – including developing a culture of client orientation culture, attracting and establishing new clients
- Human Resource Management – including HR practices and strategies and approaches to IHRM
- Organisational Behaviour – The individual – values, traits and behaviours, team dynamics and group behaviour
- Leadership styles – including the mindful global leader and global leadership competencies
- Cross Cultural Management
- Business-to-Business (B2B) Marketing
- Customer Relationship Management (CRM)
- Customer Data Management (CDM)
- Key Account Management

2.   Learning Outcomes

Upon successful completion of this module, you will be able to:

Professional Development (MLO 03)
Articulate a plan which encompasses opportunities for continued professional development to manage value-driven relationships with staff and external business partners.

Communication (MLO 05):
Communicate persuasively both orally and in writing in multicultural and/or international settings when managing and engaging with value-driven relationships with both staff and clients.

Digital Data and Tools (MLO 06):
Appraise and utilise digital tools and complex data in the context of international staffing and client management.

Discipline Knowledge (MLO 07):
Critique and synthesise theories, concepts and facts at the forefront of effectively managing international staff and clients.

3.   Learning and teaching methods, and reasonable adjustments

You are encouraged to engage in weekly workshops and seminars to critically reflect and develop knowledge, competences and practical skills that will not only facilitate in developing your own Client Management Profile, but also as a team to pitch effectively for clients. The seminars are structured around lead events followed by interactive workshops. The workshops are designed for you to actively know more about yourself (self-awareness) in a safe environment by undertaking a battery of psychometric tests. You will be challenged on the outcome of these tests, not only for yourself but its implications as part of team.

Learning hours			200
Directed Learning			48
Workshops/seminars			
4 hr x 12			
Guided/Self-guided learning			152

4.   Assessments and weighting, reasonable adjustment, and feedback methods

Assessment component 1: Portfolio, a min of 1,500 words + 10% max - 40% of TMM

You will reflect on your effectiveness in Client Management by providing your profile. This may be presented in different formats, with the aim to ensure that you are able to identify your attributes with evidence of Unique Selling Points (USPs), competencies and areas to develop.

Reasonable adjustments for the assessment will be confirmed with students that have a support plan in place.

Assessment component 2: Pitch (Group Assessment) (40%); a min 8 - 10 max minutes presentation, and a min of 750 words + 10% max Self Reflection Report (20%); 60% TMM

As a team, you need to provide a promotional pitch for a client. Once presented, the students will be expected to reflect individually on the effectiveness of the promotional pitch.

Allocation of marks for group work will be specified in the module assignment brief.

Reasonable adjustments for the assessment will be confirmed with students that have a support plan in place.

Mapping of assessment tasks:

Assessment components	LO3	LO5	LO6	LO7
Client Management Profile (Portfolio)	x		x	x
Team Promotional Pitch & Self Reflection	x	x	x	x

The above assessment components are summative. Students will have the opportunity for formative assessment and feedback before each summative assessment.

5.   Indicative resources

Almahairah, M. (2023) Artificial Intelligence Application for Effective Customer Relationship Management, *International Conference on Computer Communication and Informatics (ICCCI)*, Coimbatore, India, pp. 1-7

Bambang Purwanto, M. (2023) Professional Growth And Staff Development (How To Encourage Employees To Pursue Professional Development. *International Journal of Technology and Education Research*, Vol. *1*, No. 1, pp. 153-165.

Berkovi, J., 2016. Effective client management in professional services: how to build successful client relationships. Routledge.

Gallon, S. (2024) Expatriation model with human resources management policies and practices *Cadernos EBAPE. BR*, *21*, pp.e2022-0237

Klarin, A. & Sharmelly, R. (2024) Inter-organizational networking in emerging markets, Journal of Business Research, Vol. 174

Lane, H.W. and Maznevski, M.L., (2019). International management behavior: Global and sustainable leadership. 8th edition Cambridge University Press

Mishchuk, H., Bilan, Y., Androniceanu, A. and Krol, V., 2023. Social capital: Evaluating its roles in competitiveness and ensuring human development. *Journal of Competitiveness*, Vol. *15*, No. 2

Negassa, G. J., & Japee, G. P. (2023) The Effect of Bonding, Responsiveness and Communication on Customer Retention: The Mediating Role of Customer Satisfaction. *Journal of Relationship Marketing*, Vol. *22, No.* 2, 115–131

Nilashi, M. & Abumalloh, R. & Ahmadi, H. & Alrizq. M. & Abosaq, H. & Alghamdi, A. (2023) The nexus between quality of customer relationship management systems and customers' satisfaction: Evidence from online customers' reviews, Business and Management, Vol. 9, No. 11

Pucik, V. & Bjorkman, I. & Evans, P. & Stahl, G.K. (2023) The Global Challenge: Managing People Across Borders, fourth edition, Elgar Publishing

Putra, A. (2023) Transformation Customer Needs in the Aspect of Client Value, 1st Edition, Routledge

Useful Links

https://www.pearson.com/en-gb/subject-catalog/p/financial-times-guide-to-business-development-the-how-to-win-profitable-customers-and-clients/P200000003975?view=educator&tab=table-of-contents

https://www.pearson.com/en-gb/subject-catalog/p/agile-guide-to-business-analysis-and-planning-the-from-strategic-plan-to-continuous-value-delivery/P200000009561?view=educator&tab=table-of-contents

https://www.creativeboom.com/features/10-of-the-best-books-to-help-improve-your-client-relationships/

Useful Journals

Journal of International Business Studies

Human Resource Management Review

Journal of Global Mobility

Journal of International Management

Career Development International

International Journal of Intercultural Relations

Journal of Business and Management studies