

COURSE CONTENT MASTER (MBA)

CORE MANAGEMENT MODULES

BUSINESS STRATEGY

Strategy concerns those actions that determine whether an organisation survives, prospers or dies, and our focus in this course is on understanding the strategy process to understand how firms achieve and sustain competitive advantage. Successful strategy design and implementation requires an understanding of the firm's external environment and its internal resources and capabilities. It also requires an integrated view of the firm that spans functional areas such as operations, marketing, and finance and, as such, this course will build on and integrate learning from other MBA modules. A central aim of this course is to achieve a balance between theory and practice and to use strategic tools to address the level of complexity and uncertainty facing organisations.

EXECUTIVE LEADERSHIP

You will learn focus upon people and their performance in a variety of contexts aiming at management and leadership, behaviours and explore the key elements of the 'HR cycle' (resourcing, managing performance, developing and rewarding performance).

MARKETING MANAGEMENT

Marketing is fundamental to every society and a significant part of our lives, even though we may not always be aware of it. Marketing management is a creative activity that involves satisfying customer needs and desires. This includes selecting markets to compete in, and making an integrated set of decisions about product and service design, pricing, distribution channels, advertising, branding, and promotions. When customer needs are satisfied in a way that is worth the cost to the purchaser or end user value is created. Value can reside in the utility of the product or service itself, the way that it is delivered, the perception of the status of users/owners, the feeling associated with using the product, the relative price, and more. This module aims to:

- explain and define the discipline of marketing and its key concepts;
- explain and use conceptual frameworks for understanding marketing phenomenon;
- explain and do relevant financial calculations and integrate them into decision making;
- conduct analysis of consumer need, company capabilities, and competitive positioning to build a growth strategy and
- allow students to apply, in a risk-free environment, the strategic concepts of marketing and to test real strategies in a modelled competitive space using a simulation.

FINANCE & ECONOMICS

Financial and economic factors affect organisations in many ways. This module aims to provide knowledge, skills and a theoretical understanding in a number of strategic aspects of financial management and economics and how they affect commercial organisations. It also examines the interrelationships between key factors in the economic environment, evaluating the impact of shifts and changes in these factors on organisational decision-making and performance. The inter-connections between the economic and financial environment are also explored.

MANAGEMENT PERSPECTIVES

New theories and practices about modern management will be learnt as the market continues to evolve at such a fast rate. Ethical and social issues, managing with diversity and managing across cultures are prime areas of the module. One of the central features of modern management is its location in a fluctuating intellectual context, in which theories, practices, thought and values continue to evolve new understandings of the management task. This module embeds the knowledge and skills developed in other modules in this ever-changing context. It therefore contributes to fulfilment of the key aims of the programme as a whole, most notably the aim that successful participants will be equipped to operate effectively in the modern corporate environment, and to contribute to the evolution of different priorities and practices. The module deals primarily with values - of enterprise, of social responsibility, and of cultural diversity - and the manner in which professionals can help the implementation of these in organisations, whether via consultancy, entrepreneurial activity or via internal leadership. Issues such as social responsibility, managing with diversity, managing across cultures and, above all, the way in which the programme's two key themes of enterprise and consultancy are elaborated in organisations are therefore the prime areas of the module. The intention, though, is to ensure that this module retains a cutting-edge element. This therefore implies that as the corporate environment develops - and thus too the values we apply to organisations and the different ways in which these are reflected in practices will develop - so the content of this module will evolve to ensure that graduates of the programme will re-enter the marketplace fully equipped to engage with current managerial imperatives.

PRIORISATION – CHOOSE OPTION A OR B

OPTION A

APPLIED PROJECT

This module provides students with a means of developing further and integrating the skills and knowledge gained on the MBA by application to a substantial applied project related to consultancy or entrepreneurship. The aim is for students to develop a project in relation to a specific organizational issue or problem. It enables students to demonstrate proficiency in relation to the scope of the relevant issues identified, consider relevant literature relating to the project, collect and apply data, consider the financial implications including any cost/benefit analysis in relation to justifying specific recommendations as well as consider any other relevant implementation issues.

OPTION B

INFORMATION MANAGEMENT

This module aims to provide you with the knowledge and skills about the application of advanced information technologies and systems that are currently used by organizations to manage information, business processes and decision making.

RESEARCH METHODS

This module provides students with a means of developing further the skills in research. It presents the key elements and issues of research design, of processes of collecting evidence and analysing this, and of drawing conclusions. The module also introduces some of the key controversies of management research, so that the participant not only comes to understand the processes and problems of producing research outcomes, but also becomes a more sophisticated consumer of these in their various forms of dissemination. Success in producing the key output of this module, The Project proposal, is a requirement for commencing the final Project.

BUSINESS TRANSFORMATION PROJECT

This module provides students with a means of developing further the skills and knowledge gained on the MBA, by application to a specific organizational issue or problem. It enables students to demonstrate proficiency in the design of a business enhancement project, application of appropriate methods of investigation, management of the change process, and maintenance of leadership and vision in the face of the vicissitudes of business realities. It is a pre-requisite for this module that the individual has successfully completed and submitted their Project Proposal as part of the Research Methods module.