

Programme Outline

Dissertation:

The 20,000-word dissertation is the culmination of the Master's programme and will represent a major piece of independent research. The module is intended to provide students with the knowledge and understanding of the research process. The research will investigate a management issue which has both relevance and is of significance to the student. The development of the written dissertation will require the student to apply acquired research skills in order to investigate the area of interest concerned. Furthermore the dissertation process will require the student to construct a high levelled structured argument based upon their research objectives.

People Leadership and Management:

The role of the modern manager is demanding and significant. People leadership and management require a new management perspective, where the use of a special range of skills, distinctive attitudes and behaviours need to be developed. This module attempts to identify the main elements and realities of a manager's role for a turbulent organisational environment. The study area of People Leadership and Management seeks to explore "hard and soft" organisational issues at a variety of levels. In process terms, one of the key areas of concern is how to understand the operation of business and management and the required prerequisites for organisational development.

Operations Management:

Managerial work is complex and fragmented in its nature. The very term implies a range of behaviour from administration to leadership and job descriptions and roles for managers may differ. This module examines the various ways in which Operations are managed within the workplace including techniques, relationships and demands. All of this takes place within the cultural and structural framework of the organisation in the current context of change for continuous improvement. As competition increases and resources become scarce there is significant benefit to be gained from the understanding of how Operations can and should be managed including techniques, relationships and demands.

Financial Analysis:

The role of a modern manager is very demanding and significant. One of the prerequisites of a successful manager is the ability to understand and critically analyse financial information. This module identifies and exposes students to different financial information relevant to the modern business environment. Financial Analysis creates a platform for advanced understanding and evaluation of current approaches and techniques used in the world of finance. Financial Analysis blends important areas in the field of Financial Reporting, Management accounting, Auditing and Corporate governance to provide a comprehensive insight of business finance relevant for decision making.

Strategic Marketing:

The module sets out to develop an understanding of Strategic Marketing in the context of a dynamic and global business environment. It has an ethos that underlines the linkages between strategic development and the marketing interface culminating in a stance that accepts business development through market development. The key to developing understanding therefore is a sound appreciation of the contemporary business environment, over which developments in business modelling can be transposed and compared with 'traditional' approaches. The module philosophically challenges the reductionist approach to strategy development preferring to base assumptions within the post structuralist, post feminist, post modern and post technology domain. This approach, it can be argued, reflects the contemporary nature of business and business strategy and will equip a candidate for the future rather than the past. This module develops knowledge and understanding of the development of strategy for business development and thus market development within a contemporary context.

Strategic Leadership and Business Transformation:

Modern organisations exist within an increasingly complex environment over much of which they exercise little or no control. Successful leaders are expected to anticipate and respond to environmental turbulence - capitalising on emerging opportunities, minimising the impact of adversity and actively managing the process of realignment and transformational change. This module explores the interplay between strategic and effective leadership and an organisation's ability to continually transform itself in order to respond to the dynamic and complex nature of the environment in which it operates. It provides students with the tools and techniques with which to analyse and better understand the environment at a regional, national and supra-national level. This module introduces the concepts of business transformation, strategic thinking and planning at corporate, business and operational levels. It investigates the advantages and limitations of rational and emergent thinking in helping strategic business leaders align and transform their organisations for future growth.

Innovation:

This module aims to introduce students to concepts concerned with the management of innovation. The speed of change and the associated complexity facing organisations in the late 20th and early 21st Centuries has meant that managers are increasingly having to develop strategies and solutions which would have been considered unthinkable a few years before. In other words managers have more than ever before to come up with creative ideas that can be developed into successful innovations. While clearly this imperative can be related to new products and services, a crucial dimension is the harnessing of the creative abilities of employees such that the tacit knowledge they possess can be utilised to best effect. The challenge is then to develop strategies, structures, systems and cultures/climates which enable the organisation to succeed in achieving (their) interpretation of organisational 'effectiveness' and 'competitive advantage'.

Globalisation:

The module sets out to describe and account for the most important recent trends in international business. It will compare alternative theoretical explanations for why firms and in some case countries specialise in different goods and services and the factors causing changes in the patterns of international production. It will distinguish between inter-industry, intra-industry and intra-firm trade and to explain the economic factors giving rise to each of these different forms of business. The module will clearly explain the role played by international trading agreements and organisations (G8, EU, WTO, etc) in shaping national trade policies and promoting global liberalisation, examining the growing importance of regional trading arrangements (e.g. EU, NAFTA and MERCUSOR) in shaping the geographical pattern of world production.

Business Futures:

The Business Futures module has been developed to expose the MBA student to the concepts that underpin enterprise development and growth within a contemporary context. This module will use as its reference point an amalgam of historical economic evidence and contemporary government economic development initiatives to develop a foundation for theoretical constructs within the discipline. The module develops an understanding of the sector through a structure that mirrors that of an entrepreneurial growth business: ie from pre start to exit. This rationale exists so that the module does not become a 'business start up course', but offers a framework for theoretical and practical constructs to aid understanding and develop empirical insights. This module develops knowledge and understanding of the development and management of entrepreneurial firms within a contemporary context