



Master of Business Administration

The University of Liverpool's Master of Business Administration (MBA) programme, offers a highly practical insight into current management thinking in combination with a learning methodology that is designed to meet the business challenges of the 21st century. Organisations are demanding leaders who thrive in a complex, cross-functional, and globally diverse environment. This MBA programme delivers graduates as leaders who understand themselves, and their organisation, in the context of a highly competitive and rapidly changing business climate.

The MBA is aimed at professionals in managerial/leadership positions across a wide range of organisations from the public and private sectors to Non Governmental Organisations and small businesses. This programme is ideal for those who are keen to accelerate their careers, and want to gain relevant and up-to-date knowledge of current issues in business and management informed by leading edge research and practice in the field.

With this programme students will develop an understanding of globalisation and international business, acquire a multi-disciplinary perspective of organisations, and explore strategies that foster innovation and

creativity. Students will also broaden their understanding of the organisation by adopting a holistic approach to business that encompasses the stakeholder perspective, as well as ethical and corporate social responsibility practice and policies.

Programme Outline

The MBA programme offers a curriculum that is tailored for the globalised business environment of today. Throughout the programme students will develop the fundamental skills and knowledge managers need to manage and lead complex organisations.

Developing leadership and personal impact skills are key features of the programme as students not only learn theories of leadership but also how to enhance their own practice. Additionally students acquire the tools to generate creative local and global strategies, evaluate them rigorously, and implement them effectively.

The design of the MBA programme follows that of a 'developmental' model for the student. Throughout the first four modules, this 'developmental' model will enable students to develop an enhanced sense of them-

selves as a manager and as a leader, a deeper awareness of the cross-functional nature of organisations, and an appreciation for the dependencies on and interactions between their organisation and the global business environment. By the fifth module, students apply their learning to the problems and opportunities of leading and managing through disruptive change, of strategically aligning organisations for the future, and of appreciating and managing an organisation's "triple bottom line".

One of the key innovations of this MBA programme is the integration of deep, experiential learning. As well as the classic dissertation – the cornerstone of the UK university system – students of this programme have the option of opting to undertake a consultancy project in which they will apply, integrate, and extend what they have learned throughout the programme to a relevant issue in their own organisation.

To further enhance the contemporary nature of this MBA and in keeping with the latest technology, eBooks (or printed texts when eBooks are unavailable) will be offered to all students, for all modules, included as part of the programme's tuition fees. The University of Liverpool and Laureate Online Education believe that the more accessible the programme is – being able to download the latest version of books onto a compatible device, being able to carry your 'virtual' books with you anywhere in the world, having books available in time for modules – the richer the learning experience will be for students managing in a world where having knowledge at your fingertips is key.

Students following the general MBA track can tailor their programme to their individual needs. Any three electives can be chosen from any of the pre-defined Specialisation Tracks offered. Students also have the opportunity to focus on a specific area by following a pre-defined Specialisation Track in Business in Emerging Markets, Entrepreneurship, Finance and Accounting, International Business, Leadership, and Marketing.

Thematic Threads

A set of key thematic "threads" are woven throughout the programme's curriculum. These threads are consistent with MBA industry trends, as well as global market and organisational trends. Rather than teach these topics in isolation, this programme recognises the importance these themes play in today's business environment. With this in mind, the University of Liverpool's online MBA ensures that these key thematic threads cut across all the modules offered.

Globalisation

Many organisations operate in a fully globalised business environment. To be effective, managers must be able to critically evaluate the challenges and opportunities of globalisation as well as compare and contrast strategic options. With this thread running throughout the programme, students gain an understanding of the importance intercultural awareness plays within organisations to capitalise on the opportunities created by globalisation.

Innovation and Disruptive Change

Innovation is a 'mindset', and the goal of the programme is to develop managers with a bias towards innovation. Throughout the programme, students will learn what it means to be an effective leader who can foster innovation, and how successful businesses function as a result. Furthermore, for organisations to succeed in an environment of disruptive change, they must foster a climate of creativity – students will therefore understand that in the face of risk and mistakes made, it is important that individuals and teams learn from these mistakes and can turn them around to deliver truly innovative solutions.

Leadership and Personal Impact

Throughout the programme, students must understand who they are as a leader and how they relate their role as a leader to their organisation. Therefore the focus of this thread is not only on the theories of leadership, but also on the practical aspects of being a leader. The programme will also highlight an intercultural approach to leadership that adopts both effective local and global perspectives, as well as the importance of leading (rather than simply managing) through disruptive change.

Ethics and Corporate Social Responsibility

The programme ensures that students, as managers and leaders, understand the importance of corporate social responsibility policy and practice within their own organisations and in others. Throughout the programme, this thread will ensure that students recognise the importance of ethical business practices, and that organisations and their employees have a responsibility beyond shareholder wealth and must also focus on stakeholder needs.

Multidisciplinary Integration

With this thread running throughout the programme, students are encouraged to develop a holistic view of the role of the manager in organisational and environmental contexts rather than a "silo" approach. For example, when studying about the management of organisations, students will delve into how teams are formed and function; how organisations are designed from a strategic perspective; and how firms can be resilient in the face of disruptive change.

Pre-Defined Specialisation Tracks

Business in Emerging Markets

The MBA with a specialisation track in Business in Emerging Markets offers a comprehensive look at emerging markets as they integrate with the global economy. The programme provides the context for understanding the unique social, political, environmental, and ethical questions associated with doing business in emerging markets. This specialisation track also explores the tensions between the governments of emerging markets and international organisation, and examines the concepts and practices behind the creation of successful public-private partnerships for social change.

Entrepreneurship

The MBA with a specialisation track in Entrepreneurship provides comprehensive coverage of the subject and has a focus on the behaviours and attributes required to operate successfully within the entrepreneurial environment. Ideal for entrepreneurs, corporate managers, aspiring business owners and venture capitalists, this programme will develop the necessary skill set while offering a clear understanding of the risks and rewards that accompany entrepreneurial activities in a dynamic and truly international online learning environment.

Finance and Accounting

The MBA with a specialisation track in Finance and Accounting provides a deep understanding and practical skills in using the latest financial and accounting tools, which are central to the successful growth of any organisation. Modules include Investment Strategies, Financial Reporting, Business Finance and Advanced Managerial Accounting.

International Business

The MBA with a specialisation in International Business delves deep into the realities and opportunities associated with business in an international context. Real world business experiences and scenarios will be studied, perspectives beyond the students' own cultural horizon will be explored, and the aptitude to manage and align diverse, international teams will be acquired.

Leadership

The MBA with a specialisation track in Leadership covers both basic and advanced leadership concepts and techniques. Students opting for this track will develop knowledge and the skills required for successful leadership in a global context with emphasis on the unique nature of leading across cultures, political boundaries, and legal environments.

Marketing

The MBA with a specialisation track in Marketing includes focused knowledge that enables managers to make informed, influential decisions that support the development goals of their organisation or business, through such modules as Marketing Research, Marketing in a Global Environment, Consumer Behaviour and Services Marketing.

Students will also be able to choose from suitable electives on other online Management School MSc programmes including MSc Operations and Supply Chain Management, MSc Global Human Resource Management and MSc Global Marketing, provided prerequisites for these modules have been met and subject to availability.

EFMD CEL accreditation

The European Foundation for Management Development (EFMD), an organisation that has proven its commitment to international business with EQUIS Accreditation, has now developed an accreditation dedicated to raising the standards of technology-enhanced learning programmes worldwide.

In 2007, EFMD awarded accreditation for technology-enhanced learning (CEL Accreditation) to the University of Liverpool's Online MBA programme delivered in partnership with Laureate Online Education.

The University of Liverpool's online MBA programme, with specialisations in Finance & Accounting, Marketing, Entrepreneurship, International Business, Business in Emerging Markets and Leadership, is delivered fully online, and has a student body from over 175 countries.

For more details, see www.efmd.org



Programme Structure

The programme begins with an initial orientation of the online classroom, followed by five core modules, three elective modules and a dissertation (for a total of 180 credit points).

The first module will be ten weeks in length. Each subsequent module lasts eight weeks. You take one module at a time in order to study a specific subject in-depth without distractions.

Core Modules

- Being a Leader (15 credits)
- The Organisation in Strategic Context (15 credits)
- Finance and Accounting for Managers (15 credits)
- Market Perspectives (15 credits)
- Innovation and Change (15 credits)
- Dissertation or Consultancy Project (60 credits)

Elective/Specialisation Modules

- Advanced Concepts of eBusiness (15 credits)
- Advanced Managerial Accounting (15 credits)
- Business Finance (15 credits)
- Business in Emerging Markets (15 credits)
- Business Leadership (15 credits)
- Consumer Behaviour (15 credits)
- Entrepreneurship (15 credits)
- Entrepreneurship and Innovation in Emerging Markets (15 credits)
- Financial Reporting (15 credits)
- Financing the Entrepreneurial Organisation (15 credits)
- Entrepreneurial Finance (15 credits)
- Global Leadership (15 credits)
- Human Resource Management (15 credits)
- International Business (15 credits)
- International Finance (15 credits)
- Investment Strategies (15 credits)
- Marketing in a Global Environment (15 credits)
- Marketing Research (15 credits)
- Operations Management (15 credits)
- Organisational Learning (15 credits)
- Services Marketing (15 credits)
- Social Entrepreneurship (15 credits)

Programme Duration

The programme takes on average 30 months to complete. However, since students progress at their own pace, they may choose to complete their studies in as little as 24 months or spread them over 60 months.

Module Selection Graph

	MBA (General Track)	Business in Emerging Markets	Entrepreneurship	Finance & Accounting	International Business	Leadership	Marketing
Core Modules							
Being a Leader	✓	✓	✓	✓	✓	✓	✓
The Organisation in Strategic Context	✓	✓	✓	✓	✓	✓	✓
Finance and Accounting for Managers	✓	✓	✓	✓	✓	✓	✓
Market Perspectives	✓	✓	✓	✓	✓	✓	✓
Innovations and Change	✓	✓	✓	✓	✓	✓	✓
Dissertation or Consultancy Project	✓	✓	✓	✓	✓	✓	✓
	Choose 3 Electives	Choose min 2 of the 3 Specialised modules + 1 Elective	Choose min 2 of the 4 Specialised modules + 1 Elective	Choose min 2 of the 4 Specialised modules + 1 Elective	Choose min 2 of the 3 Specialised modules + 1 Elective	Choose min 2 of the 3 Specialised modules + 1 Elective	Choose min 2 of the 4 Specialised modules + 1 Elective
Specialisation/elective Modules							
Advanced Concepts of eBusiness	☐	☐	☐	☐	☐	☐	☐
Advanced Managerial Accounting	☐	☐	☐	☐	☐	☐	☐
Business Finance	☐	☐	☐	☐	☐	☐	☐
Business in Emerging Markets	☐	☐	☐	☐	☐	☐	☐
Business Leadership	☐	☐	☐	☐	☐	☐	☐
Consumer Behaviour	☐	☐	☐	☐	☐	☐	☐
Entrepreneurship	☐	☐	☐	☐	☐	☐	☐
Entrepren. and Innov. in Emerging Markets	☐	☐	☐	☐	☐	☐	☐
Financial Reporting	☐	☐	☐	☐	☐	☐	☐
Financing the Entrepreneurial Organisation	☐	☐	☐	☐	☐	☐	☐
Entrepreneurial Finance	☐	☐	☐	☐	☐	☐	☐
Global Leadership	☐	☐	☐	☐	☐	☐	☐
Human Resource Management	☐	☐	☐	☐	☐	☐	☐
International Business	☐	☐	☐	☐	☐	☐	☐
International Finance	☐	☐	☐	☐	☐	☐	☐
Investment Strategies	☐	☐	☐	☐	☐	☐	☐
Marketing in a Global Environment	☐	☐	☐	☐	☐	☐	☐
Marketing Research	☐	☐	☐	☐	☐	☐	☐
Operations Management	☐	☐	☐	☐	☐	☐	☐
Organisational Learning	☐	☐	☐	☐	☐	☐	☐
Services Marketing	☐	☐	☐	☐	☐	☐	☐
Social Entrepreneurship	☐	☐	☐	☐	☐	☐	☐

☐ represents the Specialisation Modules available for the applicable track. For all tracks students must select a minimum of 2 Specialisation Modules. It is recommended that the remaining Elective Module is also chosen from the available Specialisation Modules.

☑ represents mandatory modules.

Core Modules

Being a Leader

Aim: To gain a better understanding of oneself within the context of their organisation, as well as the complex environment in which their organisations exists.
 This module sets the personal and organisational context for the remainder of the programme and begins the trajectory of the students' leadership development. Students will ask challenging questions such as: what are my strengths and weaknesses? How do I operate as a manager/leader? What are the values that shape my behaviour?

By the end of this module, students will be able to:

- Analyse the relationships between strategic challenges and organisational design and effectiveness
- Evaluate a stakeholder approach to understanding organisational context
- Examine the impact of intercultural diversity on organisational structures
- Appraise effective methods of structuring organisations that can lead through disruptive change
- Explore useful strategies for creating and leading teams
- Construct an approach to designing resilient and sustainable organisations

Finance and Accounting for Managers

Aim: To develop an awareness and understanding of the financial side of the organisation, covering corporate finance and managerial accounting.

In the first part of this module, students will gain an understanding of corporate finance as they acquire the knowledge to apply finance theory and principles to the analysis of important business problems. The latter part of the module covers managerial accounting. In this portion of the module, students will integrate fundamental managerial accounting topics with strategic analysis.

The focus throughout the module is on the information used for internal decision making purposes and is designed for the leader who will be using, rather than producing, financial information.

By the end of this module, students will be able to:

- Conduct cash-flow and option-based valuation of real assets focusing on the long-term impact for all stakeholders
- Demonstrate how capital structure, payout, and compensation policies, as well as the market for corporate control affect firm value and managerial actions
- Recognise the impact of agency conflicts and information asymmetries on firm performance and devise effective controls
- Demonstrate an understanding of causality and causal links within an organisation's value chain
- Design a performance measurement system

By the end of this module, students will be able to:

- Demonstrate a high level of self awareness
- Apply feedback and knowledge gained from diagnostic instruments to improve their practice
- Explain the nature of 'Masters level' learning and the role of critical reflection within the learning paradigm
- Differentiate between management and leadership, and apply theories of both in their future learning
- Continue their development as effective learners

The Organisation in Strategic Context

Aim: To develop an understanding of the myriad of challenges today's organisations face, including the need to design organisations that are capable of coping with disruptive change, and how management can deal with challenges in a strategic rather than a reactive fashion.

This module has two major components. The first is 'macro' in nature and focuses on organisational level issues and problems, such as how an organisation should be designed and what strategy it should follow. The second part of the module focuses on individual and group issues such as how to evaluate and reward people, use teams effectively, and make effective decisions. The linkage between these two module components helps the students' understanding of organisations from a stakeholder perspective.

- Identify and mitigate potential risks
- Prepare an operational budget(s), analyse risks and opportunities for organisational success and stakeholder engagement

Market Perspectives

Aim: To gain a brief and critical introduction to macroeconomic trends both from an individual national as well as global perspective; and understand how organisations define their value offering within a wider context. Having placed the organisation in its macroeconomic context, this module will focus on how organisations define their value offering in a way which is ethically, environmentally, and socially responsible, and how they capture that value through their market proposition both locally and globally. This module is designed to enhance the student's capacity to formulate and professionally implement an integrated combination of marketing variables and successfully carry out an organisation's strategy in its target market.

By the end of this module, students will be able to:

- Conceptualise key national and global macroeconomic trends
- Take strategic decisions based on insights from macroeconomic trends
- Assimilate and implement the fundamental principles of marketing management
- Apply analytical concepts and techniques used in marketing
- Design marketing strategies that optimise customer value creation
- Appreciate the complexities of global marketing with an emphasis on intercultural perspectives
- Examine the ethical issues involved in developing a marketing strategy

Innovation and Change

Aim: To understand the importance of innovation and creativity as a driver for an organisation's sustainable success.

The perspective of this module is that driving a sustainable competitive strategy, particularly in the context of disruptive change, is dependent upon organisations fostering a climate of innovation and creativity. As students study this module, they will gain an understanding of how context influences performance, and how organisations must change and learn as their context changes.

By the end of this module, students will be able to:

- Examine the strategic challenges that organisations face, including disruptive change and globalisation
- Evaluate the concept of, and need for, sustainable competitive advantage
- Compare and contrast key theories of creativity and innovation
- Examine the means for developing a culture of creativity and innovation in an organisation
- Appraise the impact of a culturally diverse workforce on an organisation's creativity and innovation
- Create a vision for sustainable competitive advantage in an organisation and construct a strategic plan for achieving that vision
- Optimise a firm's "triple bottom line" in developing a strategy of sustainable competitive advantage

Elective/Specialisation Modules

Advanced Concepts of eBusiness

Aim: To learn how eBusiness is conducted and managed and what the major opportunities, limitations, issues, and risks associated with it are.

Explains the theory and concepts of eBusiness and reflects on the new industrial order it is creating, from consumer marketing to business-to-business. Students will examine the inherent opportunities and risks, and gain a practical understanding of the importance of strategy and management in implementing successful Web-based commerce.

Advanced Managerial Accounting

Aim: To provide an understanding of the complex accounting functions that inform strategic business decisions within the company.

Students will discover how to use advanced accounting to inform management decisions. This module is aimed at the executive, not the technical expert, with a focus on international best practices in cost management, in commercial and not-for-profit organisations.

Business Finance

Aim: To provide an overview of business finance in the global context, familiarising students with modern finance techniques and equipping them with the tools to apply them.

This module introduces students to the terminology of business finance, the financial environment and the role of the finance manager. Students will examine issues such as raising finance, capital structure, dividend policy and the risk return relationship, as well as short-term financing, working capital management, mergers and acquisition, and corporate restructuring and governance, creating an understanding of business decisions from a financial professional's perspective.

Business in Emerging Markets

Aim: To examine the social, political, environmental and ethical questions of business in emerging markets and develop a clear understanding of the tensions that exist between developed and developing country institutions.

The nature of business in emerging markets is addressed in this module with a major emphasis on the global environment and the tension that exists between the ideologies of developed and developing countries. A greater appreciation of the challenges and risks facing international firms in emerging markets, and the means that they adopt to overcome them, will be of great value to students as they learn how the economic, social and political environment operates within international firms. Deliberation on the role of global organisations, such as the World Bank and the IMF, as well as the opportunities offered to governments and firms in emerging markets due to the growth of the global economy, are researched and scrutinised methodically in this module.

Business Leadership

Aim: To provide a theoretical and practical approach to understanding issues affecting leadership in the workplace.

Students will analyse the theories and techniques of leadership and/or follower-ship, and their practical application. The module deals with a range of management and leadership theories, and encourages students to be mindful of their own practice in the context of the theoretical debates.

Consumer Behaviour

Aim: To provide an understanding of the many complex factors that influence consumer purchasing behaviour. This module explains how to evaluate and analyse the cultural, social, personal, and psychological factors that affect customer behaviour. The students will come to understand the importance of cognitive psychology, external influences (such as culture) and consumer re-

search, and discover how to apply such knowledge to the development of marketing strategies within the international context and across cultures.

Entrepreneurship

Aim: To provide the knowledge and skills needed for a strategic business plan to launch innovative new business ventures - covering topics such as entrepreneurship, idea generation, formulating a new venture team, and finance, marketing and growing a venture.

By developing a business plan, students will explore a range of means of creating, organising, financing and nurturing an external entrepreneurial or internal entrepreneurial venture in either the public or private sector. Throughout this module, students will gain an appreciation of the importance of innovation and entrepreneurship in corporate competitiveness and the success factors involved.

Entrepreneurship and Innovation in Emerging Markets

Aim: This module explores the intricacies of launching or expanding micro and small businesses within a developing economy by providing the student with an appreciation of the specific risks and barriers that confront entrepreneurs in a diverse range of emerging markets.

This module will teach students how to become proficient in researching, analysing and preparing an operationally viable business plan for an emerging small market based business enterprise. This skill will stem from an in-depth study of the similarities and differences in launching an entrepreneurial business in an emerging market setting, from an indigenous perspective, as compared with a developed country. The students' ability to comprehend the theory and application of alternate entry strategies in diverse emerging market settings will be of the utmost importance at the end of their study.

Financial Reporting

Aim: To give students an understanding of the functions of regulatory financial reporting for organisations and of issues in corporate governance and capital markets.

This module provides an understanding of the role of Financial Reporting from the standpoint of a user rather than a technical expert. Students will be introduced to regulatory reporting requirements, corporate governance, and international accounting standards, enabling them to understand and use the Annual Reports from their own and other companies.

Financing the Entrepreneurial Organisation

Aim: To develop a technical and in-depth understanding of entrepreneurial finance as a discipline, and understand the function of entrepreneurial finance across a range of international contexts.

In this module students will gain an understanding of how the entrepreneurial organisation is financed. Student are introduced to important financial tools and methods of managing finance in the context of opportunity, risk, innovation, and the change-rich environment of the entrepreneur. Students will expand their financial management repertoire to include an understanding of the non-traditional sources of financing available to meet an entrepreneurial firm's growth and operational needs.

Entrepreneurial Finance

Aim: To introduce the global process of entrepreneurship, and determine how to identify and source entrepreneurial financing and funding.

Through this case-based module you will discover how financial tools and techniques are extended to match the risk, innovation, and change-rich environment of the entrepreneur. You will also expand your finance management repertoire to include an understanding of how non-traditional sources of financing can be raised and directed to meet an entrepreneurial firm's growth and operational needs. The context is global and cases show how to assess which countries represent the best

places to start a business, how to adapt locally, and how to execute for success.

Global Leadership

Aim: The objective of this module is to examine the global context of leadership and to differentiate and define the concept and practice of global leadership. Students can expect to increase their intercultural understanding and to develop global leadership competencies enabling them to understand the nature of leadership in a global context.

Understanding the global context is becoming increasingly important for leaders in a wide range of organisations. This module examines global leadership from the perspective of both the organisation and the individual. This includes topics such as ethics, intercultural competencies and leading virtual global teams. The theory and practice of global change and innovation is a key element of the module which has a focus on understanding the complex nature of leadership and the global context.

Human Resource Management

Aim: To provide students with an understanding of the principal themes of Human Resource Management.

This module covers the principal themes and latest practices in Human Resource Management, giving students the ability to evaluate the impact of a variety of HR strategies and approaches on the achievement of organisational goals. Students will develop a thorough understanding of a range of models for the delivery of HR in organisations, and be able to choose and apply them in practice.

International Business

Aim: This module enables students to understand theories and practice of international business in the context of intense globalisation, offering students an introduction to how institutions, organisations and cultures shape the unique nature of regional markets and business practices.

This module will enable students to understand theories and practice of international business in the context of intense globalisation. Students are introduced to models of international business, international trade theory, and regional economic integration. Students will also study the entry of business entities into foreign markets including the scope for financial decisions and ethical business practice.

International Finance

Aim: The objective of this module is to examine the organisational structure of international finance from a corporate perspective by gaining a practical understanding of how trends in the balance of trade, payments, and global demand for commodities affect organisations that are linked through a global economy. If students want to explain how the global market phenomena impacts corporate financial decisions, analysis, tax management, the consolidation of financial statements and operating options, then look no further than this module. Students will acquire the skills to understand global risk considerations and demonstrate the ability to effectively mitigate or hedge global risk. How trade organisations and associations affect global commerce to include an individual country's trade, labour, and environmental policies will also be fully explained in this module.

Investment Strategies

Aim: To gain familiarity with the potential and uses of contemporary investment theories and techniques and critically evaluate and apply the appropriate techniques within the global business environment.

This module serves as an introduction to global investment strategies, providing students with an understanding of security and portfolio analysis as well as the global nature of financial markets. Students will develop an understanding of the methodologies used to analyse securities, industries, and markets, as well as the theories involved in securities and portfolio performance analysis. With this module students will also gain insight into the processes involved in successful

investment selection and portfolio management for the individual and the firm.

Marketing in a Global Environment

Aim: To build upon the basic marketing knowledge gained in the core modules by introducing more advanced issues relating to a global context.

This module investigates advanced management concepts in the areas of market segmentation, multiple market channels, competitive intelligence, integrated marketing, and eBusiness.

In particular, this module introduces students to marketing concepts used by domestic and foreign companies seeking to market products globally. This module also provides an in-depth experience of the process of developing effective marketing plans, strategies, and tactics in terms of theoretical as well as 'real life' perspectives.

Marketing Research

Aim: To provide students with techniques for conducting marketing research, then analysing and applying the resultant data as a decision-making tool.

An overview of the methods by which marketing data is obtained. Students will master a range of market research techniques, then discover how best to collect, analyse and use the data. The module also addresses issues such as data mining, data privacy and ethics. It is not necessary to have an advanced knowledge of statistics to take this module.

Operations Management

Aim: To provide an understanding of the theoretical foundations and practical applications of operations management processes and operations management concepts in the business world.

In this module students will learn the two primary functions of this discipline, namely, the design of the operations processes, and the operation of these processes, through planning, execution, and control and efficient utilisation of scarce resources. The topics covered include capacity and resource planning, project

management, total quality management, forecasting, linear programming, materials and inventory management, short term scheduling and aggregate planning.

Organisational Learning

Aim: To understand and articulate the debates about organisational learning and to explain how these impact on the process of change in organisations.

The notions of human, social, intellectual and structural capital are defined in great detail in this module as are the relationships between learning, innovation and leadership. Students will also become familiar with an assortment of conceptual models in order to guide thoughtful leadership practice in a range of organisational contexts and be able to evaluate the changing expectations and roles of leaders in managing change.

Services Marketing

Aim: To provide an understanding of the unique factors that influence the marketing of non-tangible products and services.

In this module students will gain an appreciation of the theoretical concepts used by a variety of global service providers and evaluate their practical application across a range of businesses. Students will develop greater understanding of many issues that are unique to the marketing of services, including how to sustain competitive advantage and implement service management.

Social Entrepreneurship

Aim: The objective of this module is to examine the characteristics and goals of the social entrepreneur as well as an in-depth view into the practices of creating social value for individuals and communities.

The ability to develop and implement social change will increase significantly as the student becomes acquainted with the theories of social entrepreneurship and learns how to identify the characteristics of the social entrepreneur. Upon completion of this strongly recommended module, students will also be able to evaluate the organisational structure, human resources,

funding, marketing and stakeholder participation; all vital success factors in a social change project. The study of the theories and practice of creating partnerships for social change, the aptitude to resource initiatives to link community needs and the talent to develop a plan to implement social change will all be covered in this comprehensive study of social entrepreneurship.

Dissertation or Consultancy Project

Aims: This module prepares MBA students to undertake their Dissertation or Consultancy Project – the Capstone of the MBA programme. The aim of this module is to provide a process which will enable students to use and extend knowledge and skills that they have acquired during their programme of study. Using appropriate management research methodologies and/or data collection methods, students will have the opportunity to explore an area of interest within management in significantly greater depth than during the taught modules themselves.

Dissertation

Students selecting the "dissertation" path will identify an appropriate research topic; critically select and apply appropriate research methodology and data collection methods to their chosen research topic; and demonstrate a rigorous understanding of the theory and literature relevant to the issues under investigation. The dissertation will be 15,000 – 20,000 words.

Consultancy Project

Students will work on a specific project for an organisation. The organisation selected will function as the "client" and is normally an employer or another organisation with which the student is familiar. The aim of this path is to enable students to undertake a self managed process of systematic practitioner inquiry within the management domain. The output will be a 15,000 – 20,000 word report in two sections:

- A management report (approx. 5,000 words) which would normally be presented to the client organisation
- A report detailing the stages of the consultancy cycle and the research and methodology techniques deployed at each stage. This will also include a reflective piece on the student's personal development as a consultant (10,000 – 15,000 words)

Accreditation

The University of Liverpool meets or exceeds all academic quality standards for UK higher education, as defined by The Quality Assurance Agency for Higher Education (QAA), the independent body that is responsible for standards in higher education in the UK. For details, see www.qaa.ac.uk.