



MBA – Business in Emerging Markets Specialisation

There are business opportunities in abundance throughout the emerging markets of the world; however the unique challenges that accompany profitable growth in these regions must be fully understood to succeed in these nascent economies. Our MBA with a Specialisation Track in Business in Emerging Markets offers a comprehensive look at these 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 organisations, and examines the concepts and practices behind the creation of successful public-private partnerships for social change.

PROGRAMME OUTLINE

- Our MBA programme offers a comprehensive education and postgraduate qualification

in all aspects of management, while enabling you to customise your study to meet particular work and career needs.

- The core modules cover corporate strategy, the management of people, resources, the environment and change. Additionally, you can focus on a specific area by following a pre-defined Specialisation Track in Business in Emerging Markets, International Business, Entrepreneurship, Marketing, Finance & Accounting and Leadership.
- The Specialisation Track in Business in Emerging Markets examines the unique challenges and opportunities associated with launching new ventures in emerging markets. A comprehensive analysis of emerging markets from either a private capital perspective, or a private-public partnership perspective, is presented with this programme to suit your professional needs.

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 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 175 countries.

PROGRAMME STRUCTURE

- The MBA programme comprises two preparatory modules, five core modules and three electives, culminating in a dissertation.
- You will follow two non-credit bearing modules (Student Readiness Orientation and Foundations for Academic Success) that will prepare you for your online learning experience. For more information about these required preparatory modules refer to the [Centre for Student Success document](#).
- The first module will be nine weeks in length (two half weeks and seven full weeks). Each subsequent module lasts eight weeks. You take one module at a time in order to study a specific subject in-depth without distractions.

Personalised study

- Students can customise their degree according to their individual requirements.

A Core modules

- Corporate Strategy
- Managing People
- Managing Resources
- Managing the Environment
- Managing Change

B Specialisation modules

- Students are required to take two out of the three modules specified below. It is also strongly recommended to study the **Business in Emerging Markets** module prior to the **Entrepreneurship in Emerging markets** module.
 - Business in Emerging Markets
 - Entrepreneurship in Emerging Markets
 - Social Entrepreneurship

C Elective modules

- Students are encouraged to opt for the remaining specialised module from the list above to gain a more thorough understanding of their specialisation area. Alternatively, students may also choose from one of the remaining general MBA electives.
 - Marketing Research
 - Services Marketing
 - Human Resource Management
 - Consumer Behaviour
 - Business Finance
 - Investment Strategies
 - Quantitative Business Analysis
 - Financial Reporting
 - Advanced Managerial Accounting
 - Marketing in a Global Environment
 - Entrepreneurship
 - Business Leadership
 - Advanced Concepts of e-Business
 - International Business
 - International Finance
 - Financing the Entrepreneurial Organisation
 - Global Leadership

D Dissertation

- Students refine their dissertation topic in conjunction with their Personal Dissertation Advisor, an academic supervisor who will provide support throughout the writing process.

Programme duration

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

CORE MODULES

Corporate Strategy

Aim: To develop strategic thinking skills and an understanding of the principles of strategic management.

- You will learn to see beyond functions, such as finance, accounting, information systems or marketing, in order to assess the entire business and understand the environment in which it operates. You will also understand the internal, external, controllable and uncontrollable forces that impact the business environment. Using case studies, you will document your decision making and thought processes, comparing these to what the real management did and the results they achieved. As the module progresses, you will refine your skills in order to be able to deploy sound business and management strategy in a variety of circumstances.

Managing People

Aim: To provide an understanding of the principal research, practices, and concepts surrounding managing people in complex organisations.

- This module introduces students to the dynamic field of organisational behaviour. Students will gain a sound theoretical foundation through textbook research and learn to apply the various concepts to managing people in their own workplace.

Managing Resources

Aim: To provide a sound theoretical and practical foundation in accounting, finance, and operations management.

- This module equips students to apply accounting and operations management concepts to real-life business situations and to understand accounting and finance terminology. Students will gain an appreciation of the nature and value of the resources available to an organisation and how best to manage them to increase efficiency, competitiveness, and return on investment.

Managing the Environment

Aim: To provide managers with the strategic outlook necessary for organisations to succeed in international markets.

- The Managing the Environment module draws from the closely related disciplines of strategy and marketing. It provides students with the tools necessary to analyse micro and macro business environments and prepare marketing plans adapted to the varying environmental requirements. The module has been developed to complement the related core modules of Managing People, Managing Resources, and Managing Change.

Managing Change

Aim: To provide an understanding of how organisations change and enable you to develop appropriate strategies to manage change to the benefit of the business.

- Managing Change touches all elements of an organisation, including people, finances, materials, marketing, infrastructure and the business processes,

while preparing you to develop change management strategies and processes. A key success factor for any business is its ability to make changes that are in line with its goals. This module helps you develop a holistic philosophy to meet this challenge and create a sustained business advantage.

SPECIALISATION MODULES

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 you as you learn how the economic, social and political environment operate 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.

Entrepreneurship 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 you how to become proficient in researching, analysing and preparing an operationally viable business plan for an emerging small market based business enterprise. This talent

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. Your 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 your study.

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.

- Your ability to develop and implement social change will increase significantly as you become acquainted with the theories of social entrepreneurship and learn how to identify the characteristics of the social entrepreneur. Upon completion of this strongly recommended module, you 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.

ELECTIVE MODULES

Marketing Research

Aim: To provide you 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. You 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. You do not need advanced knowledge of statistics to take this module.

Services Marketing

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

- You 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. You 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.

Human Resource Management

Aim: To provide you with an understanding of the principal themes of Human Resource Management, specifically the links which exist between organisational structure, culture and strategy.

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

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. You will come to understand the importance of cognitive psychology, external influences (such as culture) and consumer research, and discover how to apply such knowledge to the development of marketing strategies within the international context and across cultures.

Business Finance

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

- This module introduces students to the terminology of business finance, the financial environment and the role of the finance manager. You 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, giving you an understanding of business decisions from a financial professional's perspective.

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 you with an understanding of security and portfolio analysis as well as the global nature of financial markets. You 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. You will also gain insight into the processes involved in successful investment selection and portfolio management for the individual and the firm.

Quantitative Business Analysis

Aim: To involve students in the analysis, critique, and application of applied, real-world data.

- This module is a review of quantitative methods as they are applied in the decision-making environments of business. You will become proficient in the statistical techniques used to analyse business problems and also gain an understanding of research methodologies, sampling techniques, the nature of

primary and secondary data and other related issues. You will be introduced to quantitative computer tools that will help you enhance the operation, growth and performance of your business.

Financial Reporting

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

- Provides an understanding of the role of Financial Reporting from the standpoint of a user rather than a technical expert. You will be introduced to regulatory reporting requirements, corporate governance, and international accounting standards, enabling you to understand and use the Annual Reports from your own and other companies.

Advanced Managerial Accounting

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

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

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 e-business.
- 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.

Entrepreneurship

Aim: To provide the knowledge and skills needed for a strategic business plan to launch innovative new business ventures.

- By developing a business plan, you will explore myriad means to creating, organising, financing and nurturing an external entrepreneurial or internal 'entrepreneurial' venture in either the public or private sector. You will gain an appreciation of the importance of innovation and entrepreneurship in corporate competitiveness and the success factors involved.

Business Leadership

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

- You will analyse the theories and techniques of leadership and/or followership, and their practical application. The module will cover supervision, performance management, stress management, problem solving, concepts of human behaviour, discipline, counselling techniques and the current social issues facing the workforce.

Advanced Concepts of e-Business

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

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

International Business

Aim: This module provides an introduction to how institutions, organisations and cultures shape the unique nature of regional markets and business practices.

- This is a thorough examination of the ways in which sustainability and ethics are addressed by organisations in global business practices and the impact these practices have on local and global communities. The impact that international, regional and individual country institutions, and political environments, have on global business strategy and decision making will also be evaluated, as will the implications of international trade theory, exchange rates and regional economic integration. Alternative financial management and logistical strategies, international business-relevant concepts and a comparison of foreign market entry globalisation strategies all play a vital role in this module.

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 you 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. You'll 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.

Financing the Entrepreneurial Organisation

Aim: To provide a clear understanding of the processes applicable to the entrepreneur on a global scale as well as examine how financial tools and techniques can be enhanced to match the risk, innovation and variability that define the entrepreneurial environment.

- This module will help you to determine how to identify, compare and secure entrepreneurial financing and funding on a global level while gaining proficient analytic insight into the objectives of various financial and funding providers. You will learn how to prepare a financial plan, determine the costs of capital and evaluate an early stage business proposal from the perspective of both the entrepreneur and the investor. An examination of non-traditional sources of finance to meet the growth and operational needs of the entrepreneurial firm is also well represented in your eight week study. You will also become adept at applying alternate methods of business valuation and evaluating the risk-return link between entrepreneurship, innovation, and wealth creation.
- The know-how to establish the reciprocal relation between ethical behaviour, social responsibility and entrepreneurial strategy will also accompany the completion of this module.

Global Leadership

Aim: The objective of this module is to examine the implications and challenges faced by leaders from different cultures, social structures, religions, and languages who participate in a globalised landscape and workforce.

- The benefits and challenges of effective global leadership are thoroughly examined in this module. You will evaluate how institutions influence global leadership and analyse the challenges and opportunities facing leaders in today's global environment. The leadership associated with the management of global teams and the shifting expectations that accompany the status of a global leader will also be analysed in the accommodating virtual classroom.