



## Master of Business Administration

**T**he MBA has long been the degree of choice for the business professional and senior manager in all fields and industries. Our dynamic programme adapts to the constant changes in global business practices, as well as to the individual needs of the busy professionals who study with us. The experience of truly global collaboration will itself benefit you in any international working environment.

### 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. You can then personalise your MBA through a wide variety of electives, ranging from Investment Strategies to Entrepreneurship, from Marketing in a Global Environment to Business

Leadership. Alternatively, you can focus on a specific area by following a pre-defined Specialisation Track in Marketing, Business in Emerging Markets, International Business, Entrepreneurship, Finance & Accounting and Leadership.

#### 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 Marketing, Business in Emerging Markets, International Business, Entrepreneurship, Finance & Accounting

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.

### Core modules

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

### Elective modules

(students choose three)

- Operations Management
- Marketing Research
- Services Marketing
- Human Resource Management
- Consumer Behaviour
- Business Finance
- Investment Strategies
- Financial Reporting
- Advanced Managerial Accounting
- Marketing in a Global Environment

- Entrepreneurship
- Business Leadership
- Advanced Concepts of e-Business

### 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.

## ELECTIVE MODULES

#### 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.*

- You 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.

#### 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.

#### 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 follower ship, 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.

#### Dissertation

*Aim: To provide an opportunity for you to produce a final, original piece of written work that demonstrates your conceptual understanding of theory and enables you to evaluate the rigour and validity of published research as well as apply theory to an original application. The culmination of your MBA programme, this written project demonstrates your research rigour and integration of all your previous learning.*

- The dissertation is the cornerstone of the UK university system. It is an original, scholarly work that applies your new knowledge and experience and allows you to prove your proficiency in the techniques you have studied. It must have merit beyond the scope of your particular need. If you follow a Specialisation Track, it must be on a topic appropriate to your specialisation.