

Course code	Course name	Course description
B716	Perspectives and Practice	<p>The B716, Managing: Perspectives and Practice is the first stage of the new restructured Global MBA programme which providing students with a comprehensive grounding in key management and business disciplines. The significant changes will be the introduction of elements of creative thinking and problem solving, and a change in ethos of the current learning formula as active engagement and critical reflection will become central to the design and embedded in the way students will learn. This approach will enable the student to develop right from the start of the Masters programme habits of practical management based on rigorous analysis, but which will automatically proceed to synthesis, decision making and implemented activity.</p> <p>Through learning about different management functions within organizations you will develop a better understanding of the context in which your own practice takes place. You will gain confidence in understanding how different parts of organizations operate and in having successful conversations across these areas, including:</p> <ul style="list-style-type: none"> • organizational structure, power and politics, and change management • managing people and organizations • managing financial resources • marketing management • operations management <p>Over the course of a year's study, students will learn, develop and consolidate their understanding of the principal management functions and how each area is interrelated with each other these areas are interrelated. This will provide them with a foundation that will enable you to move successfully to strategic and specialist areas in your MBA studies.</p>
BB835	The Dynamics of Strategy	The module will support the role of both the general manager and of

the senior manager more directly involved in strategic choices, decision-making and implementation.

The Dynamics of Strategy (BB835) replaces Strategy course (B820) and will remain a core compulsory module in the MBA.

For managers, strategy involves a great many activities, and understanding those that make a difference to the success of an organisation is a key skill. Generally, managers should pursue a chosen strategy with consistency and commitment. They need to understand the challenge posed by their organisation's environment, and to see how they can best identify and exploit their organisation's potential sources of advantage. In turn, this means that they need to understand their organisation: its resources and capabilities and the way it competes for scarce resources and customers for its products or services. Managers must be able to act on incomplete information and uncertain predictions of an unknown future, and they must be able to seek out sources of innovation in the way their business operates and competes. Managers must also be able to implement effective change and to align collective objectives in their organisation to allow the development of new capabilities and skills. BB835 also asks students to apply that knowledge to real-life examples and case study situations, and to reflect on and challenge their understanding of strategy.

BB835 views strategy as an iterative process involving cycles of continuous review and evaluation. It argues that all forms of strategic thinking and decision making (from analysis all the way through to implementation and management practice) are influenced by a combination of internal and external factors, and take place in dynamic contexts, and facing an uncertain future. The implicit assumption is that a manager of a given organisation, or a student of strategy, will be able to carry out three continuous and interrelated parts of a cyclical process: first, to objectively assess the organisation

		<p>or firm and its environment (analysing); second, to formulate and select a pattern of activities that maximises the chances for success (choosing); and third, to implement the selected activities within the constraints of dynamic internal and external contexts (implementing). In addition BB835 places greater emphasis on understanding and building effective implementation of strategies and the processes and practice of managing organisations compared with the former module (B820).</p> <p>BB835 goes beyond merely presenting frameworks for strategy analysis and planning. What is important is the way these techniques are used, the rigour and realism of the thinking behind them, the innovation and insight brought to the process, and the quality of the resulting arguments and conclusions. The prime purpose of this module is, therefore, to improve the quality of managers' strategic thinking. 'Strategic thinking' involves approaching a problem both logically (using the frameworks of strategic management) and also creatively (using the imagination, expertise, industry knowledge, and professional judgement of the individual) to arrive at relevant solutions for the individual manager and for the organisation as a whole.'</p>
<p>BB831</p>	<p>Corporate Finance</p>	<p>The aim of this module is to equip students with the necessary theoretical, applied and critical skills to be prepared to take financial management responsibilities within an organisation. Further, the course will enable students to understand problems which face organizations at different levels.</p> <p>Thus, finance plays key role with other business functions such as marketing, operations, human resource management, and accounting. Finance enables managers to forecast demand, prepare budget for promotion, attract and keep key employees by offering attractive packages, and overall, finance will provide a means to analyze strengths and weaknesses in all business functions.</p>

<p>B839</p>	<p>Making a Difference: The Management Initiative</p>	<p>B839 is a postgraduate course and is compulsory for all students who progress to Stage II of the AOU MBA program where a Thesis is not required by the local accreditation body. This 8 credit module is the final compulsory, personal and professional development component of student MBA. The course is offered over a period of one semester and included in the MBA program to develop students' skills in conducting a structured appraisal of their own experience, practice and context and in integrating theory, practice and learning to make a difference in their organizations. It provides students with a framework for some sustained and critical work on the relationship between their course-based learning and their current and future professional practice. For this purpose, students are required to undertake a largely self-directed and independently-managed program of work and study based on a specific initiative in their own organizations (evidence-based initiative). To meet this requirement, students will be provided with guidance on how to choose, plan, undertake and report on their evidence-based initiatives. Acquiring such skills is important for masters-level students, providing justification for the inclusion of this course in the AOU MBA program. Moreover, students can apply these skills in other courses, positively contributing to their performance in these courses. Students will also have an opportunity to reflect how their MBA study has changed them as managers/practitioners</p>
<p>B859</p>	<p>Financial Strategy</p>	<p>This course, compulsory for direct entrants to the MBA program/Finance track, is concerned with the relationship between an employer and one of its key stakeholder groups; the providers of funds. This relationship is vital to the strategic decision making process of any employer. The overall aim of this course is to give the participants the skills to tackle: 1) how can the financial management of an organization best reflect its internal reporting and governance regime, 2) understand the different sources of finance in the capital structure, 3) evaluate projects with different levels of risk and returns, 4) how can we value an organization. Therefore, Finance is one of the</p>

		<p>most important functional areas of business. It relates to other business functions (such as operations, marketing, human resource management, and accounting) through its role. For example, finance enables the purchase of equipment, the buying of raw materials, enables production to estimate demand, enables promotion, and it plays a key role in the growth of the company.</p>
<p>B863</p>	<p>Human Resource Professionals</p>	<p>B863 is a postgraduate course and is one of a series of optional courses offered to all students who progress to Stage II of the AOU MBA program/ mandatory for those who are to specialize in HRM. This module where students will consider the role of the HR professional and the skills needed to be effective in this role. They will consider the implications of recent research findings in the field of human resource management for their own practice, for example in increasing levels of engagement and improving performance, in acting ethically and in managing change. They will compare this with the practice of HR professionals in other contexts, drawing on case studies and the experience of their fellow students working in different geographical areas and sectors; and they will also look at the development over time of thinking about the role of HR professionals in order to understand how this may influence current thinking. The emphasis throughout will be on considering what HRM practices are associated with positive organizational outcomes.</p> <p>Students will develop and practice the skills they will need to be effective as an HR professional, including as a leader and a senior manager. These include self-management, leading and working in teams, making decisions, managing and communicating information, including financial information, consultancy skills and helping others to learn. They will also develop postgraduate study skills and digital literacy skills.</p> <p>Perhaps most importantly this module will develop students' skills as a reflective practitioner, committed to continuously learning from</p>

		reflection on their practice and on the critical application of new theories and ideas to inform this practice.
BB841	Managing Financial Risk	The aim of this course is to equip students with the awareness and tools to manage risk effectively. It designed for those who want to have high level competence in understanding financial instruments, financial markets, and the methodology of risk management
BB844	Marketing in the 21st Century	Marketing in the 21st. Century is a postgraduate course and is one of the elective courses offered to students who progress to Stage II of the AOU/ MBA program. Each of these courses covers a specific area of business studies. This course supports the OU Business School Unit Plan for the Masters Programme to provide student-customers with a valuable learning experience in the form of postgraduate qualifications and modules. This proposal is consistent with / informed by all the other objectives in the Business School Plan in delivery, processes, assessment strategy, relationships with other institutions and general module policies
BB845	Strategic Human Resource Management	<p>BB845 is a postgraduate course and is one of a series of optional courses offered to all students who progress to Stage II of the AOU MBA program. This course explores the different aspects of human resource management and helps you understand and influence decisions regarding the management of human resources within organisations. This course is designed to meet the needs of managers who wish to understand and be able to influence decisions regarding the management of human resources within organisations. BB845 considers the different aspects of human resource management at a strategic level in the organisation and how this differs</p> <p>from the more operationally-focused personnel management. Students will work collaboratively with others on strategic human resource management (SHRM) issues and problems and find, review and evaluate information relevant to key aspects of SHRM in your own professional context.</p>