

The Greenwich MBA

Master of Business Administration (MBA)

Executive Master of Business Administration
(MBA by Supported Open Learning)

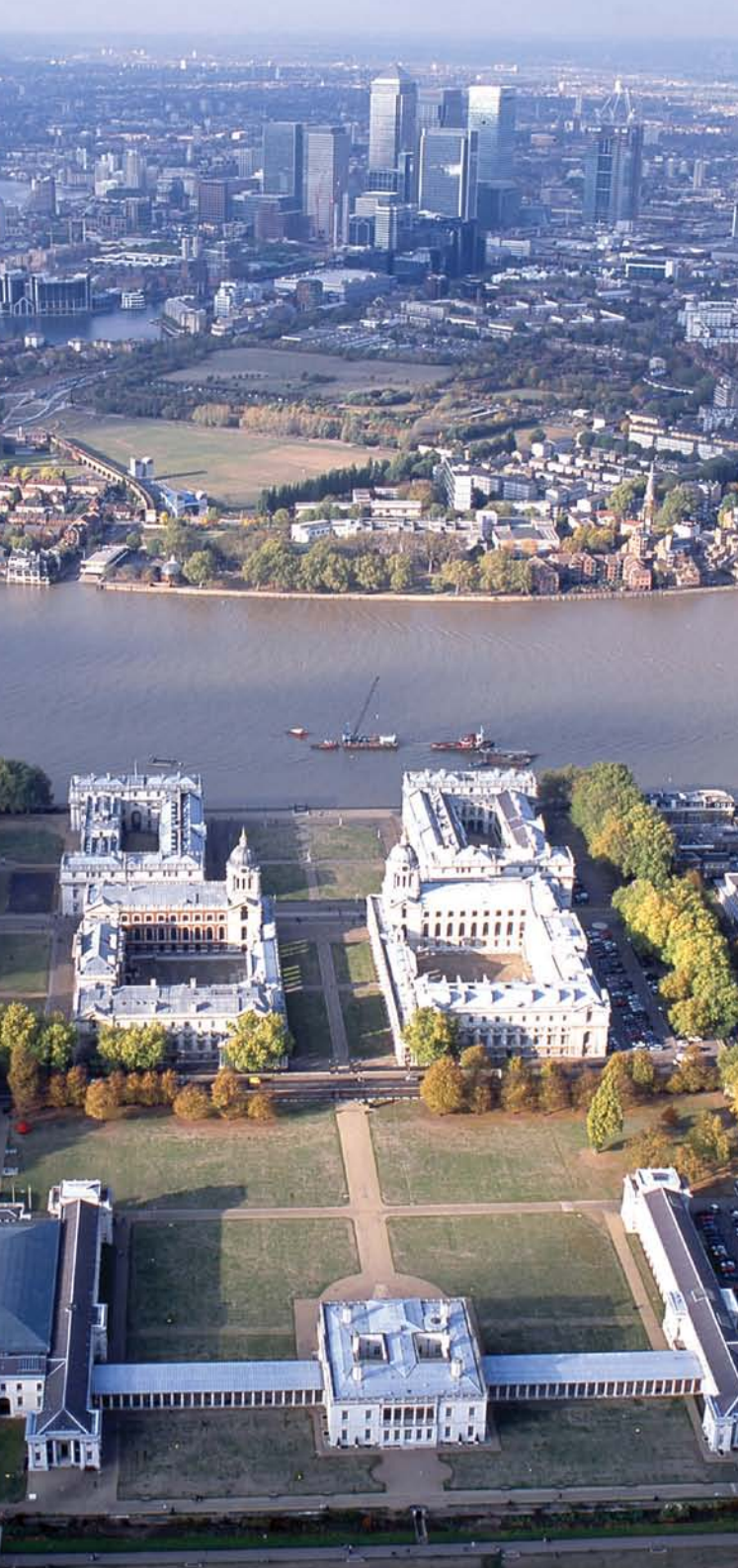
PGDip Management Studies



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Welcome from the Head of School

Business success worldwide is achieved through people who can respond rapidly, flexibly and effectively to the ever-increasing pace of change in the business world. They are alert to opportunities because they absorb the fundamentals of their craft and apply them directly to their practice.

At the Business School, our programmes put you in touch with the fundamentals and practice of business, management and leadership, and help you to develop your personal management and leadership skills.

Our teaching staff combine academic and professional qualifications with great business awareness and experience, and are committed to supporting the learning needs of each student. They are supported by business executives from Canary Wharf and the City who come to us as guest lecturers.

What will drive sustainable business advantage in the future? Quality of leadership – the courage to act ethically and innovatively in response to rapid change in the business environment.

It is our privilege to offer you the Greenwich MBA, so you too can rise to the challenge.

Professor Leslie Johnson

Head of the Business School

Welcome from the Programme Director

Welcome to the Business School and the Greenwich MBA. One of the features of this programme is its 'holistic' nature. You will not only study the individual elements of business management, you will explore the interrelationships between them and their application to the real world of business. We focus on both academic knowledge and personal development so that you graduate with more than a qualification: you leave the university as a new person, with the competence and the confidence to apply your knowledge in the business world.

Although much of your focus will be on learning and study, do not overlook other equally valuable elements of the programme, such as opportunities to network and discuss careers and Continuing Professional Development, which will complement and extend your MBA experience.

Some of you will have a first degree in a business subject, some will not. Many of you will have working experience in specific functional areas (such as marketing, finance or operations), but it is unlikely that everyone has experience in every area, and, indeed, the diversity of your experiences will add a real flavour to your time at the University of Greenwich.

So why not join us and find out how challenging, enjoyable and rewarding this programme can be?

Paul Stoneman

MBA Programme Director

Why study this programme?

The Master of Business Administration (MBA) is an internationally recognised Master's degree in business administration and management. It prepares managers for organisational leadership and decision making.

The Greenwich MBA aims to develop the business leaders of the future. It approaches leadership thematically from the starting points of creativity, practicality and social resourcefulness, and focuses strongly on the personal development of participants, including their career management.

Building on a broad foundation of business functions, the MBA focuses on the integrative disciplines of business strategy and the management of change, leading to a real-world consultancy project and an individual piece of business research submitted as a dissertation.

The MBA includes executive coaching, which helps students to understand their value in the marketplace and develop plans that will make the very best of their career potential.

The MBA can be studied full-time or part-time by Supported Open Learning; a postgraduate diploma, PGDip Management Studies, is also available. Together, these offer flexibility and a recognised qualification while delivering management education relevant to the workplace.

Whether a full-time or part-time MBA student, you study the same curriculum; most parts of the MBA curriculum are also covered on the PGDip. For a detailed guide to course content, see page 11.

The programme conforms to the learning outcomes (the knowledge and skills you should acquire from a period of study) set out by the Quality Assurance Agency for Higher Education, the Association of Business Schools and Bologna Accord benchmarks for programme outcomes and stages of attainment.

On completion of the Greenwich MBA, you will be awarded membership of the Chartered Management Institute, the only chartered professional body in the UK dedicated to promoting the highest standards in management and leadership excellence.

Why choose us?

The university pursues excellence, and this has been recognised by many awards and accolades, including the following:

- The university has won the prize for 'Outstanding International Strategy' at the Times Higher Education Leadership and Management Awards 2010.
- Greenwich was shortlisted for 'Outstanding Research Management Team of the Year', the only new university to reach the final.
- A research breakthrough at Greenwich has been named as one of the ten most important discoveries to be made in a UK university over the past 60 years. A poll of UK academics has recognised the university's work on controlling the tsetse fly in Africa, which is helping to combat the fatal disease sleeping sickness.
- The university received the accolade of highest student satisfaction rating in London, as rated in the Sunday Times University Guide 2010.





Why study with us?

The university

The University of Greenwich traces its roots to 1890, when Britain's second polytechnic was opened near the Thames at Woolwich to teach practical and commercial skills to London workers. Today, the university remains true to its founding principles and offers a wide range of career-oriented programmes.

Of the total student population of approximately 26,000, around 4,500 are international students. These come from over 140 countries and bring a rich diversity to both the university and to business programmes such as the MBA. Our MBA students not only understand business from a global perspective, they forge long-lasting business and personal relationships with fellow students from around the world.

The School

The Business School has over 4,500 students and more than 150 academic staff and is located in Queen Anne Court on Greenwich Campus in south-east London. Our teaching staff have extensive academic and professional qualifications and bring a wealth of real business awareness and experience. They are supported by business executives already working in the industry.

Managers and leaders need to be educated to respond rapidly, flexibly and effectively to the ever-increasing pace of change in the business world. We ensure that our students are trained in cutting-edge practice by constantly revising our programmes to reflect current business priorities and the demands of employers, which we gauge through forums with local business leaders. Our staff ensure current practice



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informs their teaching through relationships with businesses and the local community, while our students view current practice through visits to industry.

The School has considerable experience in delivering innovative ways to learn. Traditional teaching methods are supported by online resources, and these are supplemented by business simulation exercises and practical games.

Our campuses

Greenwich Campus is the university's largest campus and is centred on three buildings, including Queen Anne Court, designed at the end of the 17th century by Sir Christopher Wren, architect of St Paul's Cathedral. The campus is part of the Old Royal Naval College, Greenwich, and is on the south bank of the River Thames, five miles east of central London.

The campus has a library, language laboratories, a 1,000-PC computing facility and a bookshop. Student accommodation

and students' union buildings are a short walk away. The campus is also home to the School of Humanities & Social Sciences, the School of Computing & Mathematical Sciences and the Greenwich Maritime Institute.

The university's other campuses, at **Avery Hill**, south-east London, and **Medway** in Kent, are the bases for science, engineering, pharmacy, architecture, education and health. Avery Hill has an extensive student village, including halls of residence, and many students who study at Greenwich choose to live at Avery Hill.

"A university campus to rival ... Oxford's spires or the Great Court at Cambridge ... the setting is undoubtedly one of the grandest of any university in the world."

The *London Evening Standard* newspaper on Greenwich Campus



Around the campus

Greenwich is a bustling mix of markets, shops, restaurants and pubs. Across the road from Greenwich Campus are some of Britain's most historic buildings, including the Royal Observatory, the Queen's House and the National Maritime Museum. The observatory, where east meets west on the Prime Meridian, stands on a hill in Greenwich Park and is the home of Greenwich Mean Time. The park is due to host events for the London Olympic Games in 2012.

Central London, which offers all the attractions of one of the world's leading capital cities, is only a short train journey away.

The Greenwich MBA

You can study the Greenwich MBA either full-time or part-time by Supported Open Learning. Alternatively, as a step on the ladder to the full MBA, you could choose to study PGDip Management Studies.

Master of Business Administration

Full-time MBA

The full-time MBA is open to international, EU and home students and can be completed in only 12 months. You are not required to attend the university every day, but you will need to set aside approximately 35 to 40 hours each week. Approximately half of this, or two days a week, will be at Greenwich Campus. The rest of the week is for group work and individual study based on the learning activities defined for each course. Some courses require weekly learning tasks culminating in an individual assessed portfolio of coursework.

Executive Master of Business Administration

Part-time MBA by Supported Open Learning

This programme is open to home students, who are required to study approximately 12 hours per week over three years. It is primarily aimed at individuals who are working full-time and need to balance study with work and home commitments. The programme employs 'Supported Open Learning', a flexible learning model which uses a mixture of different methods of study, including e-learning. This approach has proved very successful and is extremely popular with both students and employers.

Benefits of Supported Open Learning

Supported: if you enroll on this programme, you will be well supported. You will receive regular contact and feedback from tutors and will be provided with substantial online resources. These include communications facilities, such as discussion boards, chat rooms and e-mail, and research resources, such as library accounts, e-books and online access to thousands of articles and journals.

Open: you will be required to attend occasional face-to-face meetings with your tutors and colleagues, including evening or full-day campus workshops, but you undertake the majority of study at a time and place to suit you – you decide where and when you learn, and determine, within boundaries, your pace of study. You can negotiate certain coursework topics relevant to your workplace.

Learning: these programmes are designed to guide your personal learning experience rather than relying on traditional methods such as lectures.

PGDip Management Studies

Part-time by Supported Open Learning

If you are unable to commit to three years' part-time study yet still wish to engage in business and management development, you may instead apply for the postgraduate diploma. This is open to home students and is suitable for those who do not yet have the relevant work experience to be accepted directly on to the MBA.

Participants study the same curriculum as the MBA for two years, including the Leadership, Career Management and Personal Development course and the accompanying executive coaching, but do not undertake the final integrative

courses or strategic workshops and simulations, business consultancy, or business research project. As for the Executive MBA, the PGDip requires study of approximately 12 hours per week, but study times are flexible.

Studying the PGDip has certain advantages:

- Students can be accepted on to the PGDip with the understanding that they are working full-time in a relevant role and will have achieved the required experience by the end of their second year to gain entry to Year 3 of the Executive MBA.
- Employers sponsoring a student may not be willing to fund a three-year programme initially but may support a third year after seeing the student's success in the first two years.

Note: students are expected to attend or engage regularly as this is monitored throughout the year. A specific timetable will be provided during your first week.



Key features of the MBA

Structure of the MBA

The Greenwich MBA is structured in a modular fashion. This progressively develops students' capabilities and confidence in the use and practical application of the knowledge they acquire. Modular elements address:

Development

- Academic skills development: foundations of scholarship and business research skills
- Personal and professional development: leadership, personal development, Continuing Professional Development and career management (this includes executive coaching).

Knowledge and integration: strategic frameworks

- Strategic resource management: human, information and finance
- Strategic organisational challenge and change: the business environment, strategy and strategic transformation
- Strategic adaptation: business analysis and integrated marketing and operations (managing the value chain).

Integration and application

- Integrative strategic workshops (based around business simulations)
- A consultancy programme and independent business research project: academic and practical application and analysis of business issues.

Teaching and assessment

The programme employs 'blended learning', learning through a range of different approaches, technologies and environments. This includes:

- Case studies to relate theory to the real world of business
- Group work for discussion, research and presentations
- Business simulations and real-world consultancy engagements for learning through personal experience
- Formal classroom lectures and tutorials
- Self-study through e-learning.

Assessment is also blended. The programme follows the move from traditional examinations, which tend to test memory, towards assessments that test understanding and the student's ability to apply this. Alongside traditional essays and case-based time-constrained assessments, this programme includes the use of student portfolios that demonstrate the student's engagement with the learning process. These portfolios may include, for example, an analysis of case studies, presentations delivered by the student and reflective reports outlining learning achievements and their application.

What you will learn

By the end of the MBA programme, students will be able to demonstrate the following learning outcomes:

- A systematic understanding of organisations, their place in the business world and how they are managed
- The ability to apply relevant knowledge to a range of complex situations, taking account of how this relates to other areas of the business or organisation

- A critical awareness of current issues in business and management that is informed by leading-edge research and practice in the field
- An understanding of investigative techniques for examining business and management issues
- Creativity in the application of knowledge, together with a practical understanding of how established techniques of research and enquiry are used to develop and interpret knowledge in business and management
- The ability to acquire and analyse data and information, to evaluate their relevance and validity, and to synthesise a range of information in the context of new situations
- The conceptual understanding necessary to evaluate the rigour and validity of published research and assess its relevance to new situations, and extrapolate information from existing research and scholarship to identify new or revised approaches to practice
- The ability to conduct research into business and management that requires familiarity with a range of business data, research sources and appropriate methodologies
- The ability to communicate effectively both orally and in writing using a range of media.

Once in professional practice, MBA graduates should be able to:

- Consistently apply their general business knowledge as well as area-specific and wider intellectual skills
- Deal with complex issues both systematically and creatively, make sound judgements in the absence of complete data, and communicate their conclusions clearly to a range of audiences



- Adapt to changing situations and demonstrate originality, insight, and critical and reflective abilities that can be brought to bear upon business problems
- Make decisions in complex and unpredictable situations
- Evaluate and integrate theory and practice in a wide range of situations
- Operate effectively within a team and take leadership roles where appropriate
- Be self-directed and able to act autonomously to plan and implement projects at professional levels
- Take responsibility for continuing to develop their own knowledge and skills.

Entry requirements

Applicants should have:

A good relevant first degree from a recognised university equivalent to a UK 2.2.

PLUS a minimum of two years' relevant business experience

- Applications are welcome from mature UK candidates without a first degree but with a minimum of five years' relevant business experience. These applicants are subject to interview.
- Students without English as their first language must have an IELTS score of 6.5 or above (or equivalent). Further details on English language entry requirements from specific countries are available at www.gre.ac.uk/international.

Career opportunities

This Greenwich MBA gives students the grounding they need for management careers at executive level. Many go on to find excellent positions in organisations of all sizes all around the world. The MBA's emphasis on practical application through business simulations and the consultancy project ensure that students have the skills to apply learning to real-world business scenarios while understanding the underlying theory. In addition, students develop their own personal skills, as well as business skills, culminating in individual career development plans supported by executive coaching.

Our graduates have opportunities to progress rapidly through management in different companies or to apply their skills and knowledge to managing their own business.

Exemptions from professional bodies

The Greenwich MBA is an internationally recognised qualification giving exemption from, and access to, many professional bodies in participants' home countries as well as to organisations in the UK. Our MBA graduates are awarded membership of the Chartered Management Institute.

Support

Academic support for students is provided by the programme team, comprising the programme leader, course leaders and a programme co-ordinator. The university also has a pastoral support team, which includes student advisers and counsellors who can help address the non-academic concerns or problems of students. Additional support for language skills, including supplemental English classes, is available for students who would benefit from this support.

Personal and professional development

Personal and professional development is a key tenet of the Greenwich MBA. One course is specifically aimed at leadership, personal and professional development and career management, and opportunities are provided across all courses for participants to develop professionally.

Financial information

For up-to-date information on tuition fees, bursaries and scholarships, visit www.gre.ac.uk/students/finance. Information on international fees can be found at www.gre.ac.uk/students/finance/intl.



Core courses

Foundations of Scholarship and Business Research Skills (15 credits)

Using a problem-based learning approach, this course develops students' knowledge and understanding of academic practice and research in business and management. It also provides the academic skills required for success on the other courses in this programme.

Through this course, students:

- Gain confidence and competence in the academic skills required to carry out business research and study successfully at Master's level
- Develop the academic skills and qualities required to master the programme's theoretical and practical elements and to advance their personal and professional development.

Content

- Appropriate quantitative and qualitative research design: ethics, reliability and validity and triangulation of data
- Research methods: experiments, surveys, case studies, action research, questionnaires, interviews, observation, secondary data reinterpretation and focus groups
- Academic reading, referencing, attribution and citation
- Preparing and planning to write
- Writing processes and styles, and methods for evaluating argument
- Analysing, displaying and conveying data in a meaningful manner

- Appropriate software tools
- Skills of self-directed learning and technology-supported learning.

Leadership, Personal Development and Career Management (15 credits)

This course helps students to acquire and develop the necessary skills to manage their own careers and become future leaders of industry. Students explore and evaluate theories of leadership and examine how these can be applied in practice.

The course particular focuses on the emerging model of 'transformational leadership', the process of building commitment to an organisation's objectives while empowering individuals to accomplish objectives in ways that are good for the organisation and good for the individuals. The key to the leadership development process is the creation and tracking of an action plan that enables the leader to benefit from the long-term effects of behavioural change.

MBA students return to industry with a career plan for achieving their aspirations – they are not the same people doing the same things but with a qualification after their name. They therefore need to explore their own strengths in relation to their aspirations and develop career management plans, supported by professional executive coaching.

Personal and professional development is a long-term and evolving process, and this course instils students with the skills of reflective practice and Continuing Professional Development. Students gain confidence in communication, presentation, research and business updating by attending ancillary seminars and organising and delivering a one-day conference at which they present on a current business topic.

Through this course, students:

- Develop a wide range of skills and qualities based on a broad approach that combines theoretical and practical programme elements and the promotion of personal development skills
- Learn to evaluate and apply the concepts of leadership, change management and career management and to create effective leadership and career development plans
- Experience and apply the concepts of Continuing Professional Development and reflective practice to their own leadership, career and personal development
- Gain confidence and competence in communication, presentation and business-updating skills.

Content

- Reflective practice as a tool to Continuing Personal Development
- Attitudes and models of Continuing Professional Development
- Components of transformational leadership
- Distinguishing leadership from management
- Principles and practice of change management
- Case studies in transformational leadership
- One-day student conference
- Career management coaching and planning
- Business seminars and workshops.

Business Context and the International Business Environment (10 credits)

The context in which organisations exist today is becoming increasingly international as the process of globalisation intensifies. Managers are required to be sensitive to a range of different social, political and economic systems that make up the complex environment in which they operate. This course provides the knowledge and understanding that students need to operate effectively in such a diverse and dynamic environment. Meeting the challenge of change is essential if managers and their organisations are to be successful in the longer term. This course ensures that participants are aware of the most recent trends in the business environment and have the necessary tools to interpret and exploit change.

Through this course, students:

- Acquire a conceptual framework that they can use to interpret and make judgements about events and situations in the economic and political environment of different nations
- Develop the necessary skills and abilities to identify and exploit changes in different environments.

Content

- Different types of political systems
- Components of political systems: pressures groups, political parties, role of assemblies, the judiciary and executive
- International political trends
- Economic systems: command, mixed and market economies
- Economic trends

- Political and economic risk
- The relationship between political and economic systems
- World trade and the international competitive environment
- The changing political environment: national, regional and international forces
- The global economy and globalisation process
- Alternative theories of international development
- The role of the International Monetary Fund, World Bank and World Trade Organization
- The role of government economic policy
- Alternative approaches to industry and market analysis
- Corporate social responsibility: environmental, ethical and sustainability issues.

Strategy and Transformation (20 credits)

Organisations are experiencing an increasingly competitive business environment. To attain a secure and successful future, they need to develop and deliver resilient strategies that provide lasting competitive advantage. Such strategies (and the processes by which they are developed and implemented) must be sufficiently flexible to enable organisations to accommodate change.

This course equips students with the core concepts, frameworks and techniques of strategic management that enable them to make better decisions. It develops a core knowledge of strategy, covering areas such as ethical management principles and cultural knowledge within practical international business.

At the level of generic strategy, students learn to identify and exploit the sources of long-term profitability and sustainability

that are open to businesses that adapt to the social, political and cultural forces that impact upon them.

In respect of global strategy, most of the business environment continues to accelerate as a result of technological development, deregulation and customers' rapidly changing preferences. Managing under conditions of rapid change requires new approaches to strategic analysis. The course explores the analysis of real options, patterns of industry evolution, the sources of strategic innovation and the implication of ethical complexity.

The course draws upon the theoretical framework developed in the Business Context and the International Business Environment course and integrates the perspectives laid down in the courses associated with the functional areas of the business organisation. Case studies play a major part in both the teaching and assessment strategy, as the intention is to develop participants' capacity to deal imaginatively with unique and real business situations. The ability to change the strategic focus and direction of any organisation is a critical success factor in the business environment today. MBA students must understand the factors which bring about change, as well as the mechanisms to implement change, if they are to be effective in their business careers.

Through this course, students:

- Explore key concepts and debates in the theory of generic and global strategy
- Examine the changing context in which corporate strategy is formulated and implemented from both an ethical and stakeholder points of view
- Examine how theoretical debates can be related to corporate strategies by analysing case studies covering a variety of settings and situations

- Investigate the nature of the strategy process and the different approaches that are used and acquire the knowledge to critically evaluate the underlying theoretical framework upon which they are based
- Develop skills and judgement in the strategy process, enabling them to develop and implement strategies that give organisations unique competitive advantages
- Gain an understanding of the conceptual framework for managing the change process, the key issues that must be addressed in any change programme, and the key skills required for the management of change.

Content

- Strategic management: core concepts, frameworks and techniques
- Generic strategy: sources of long-term profitability and sustainability
- Global strategy: managing rapid change
- Case studies

Business Analysis (10 credits)

Business analysis is the technical part of business planning and control. It is impossible to make useful plans without having a grasp of key information. Monitoring and control are likewise dependent on being able to demand, access, process, interpret and communicate this information.

Through studying this course, students acquire high-level, transferable skills and the ability to analyse problems from a variety of business perspectives, and develop critical approaches to both qualitative and quantitative information.

Through this course, students:

- Learn to identify key items of information for management and, where necessary, learn how to challenge them
- Become familiar with relevant statistical analyses and develop the skills to recognise their contexts of application
- Undertake data reduction and illustration using a spreadsheet
- Develop the skills to interpret information in a critical way and to communicate that information effectively.

Content

- Problem solving and data requirements
- Data sources and collection
- Critical approaches to data
- Simple analysis and interpretation
- Application of spreadsheets to solving business problems
- Statistical analysis of business data: measures of average values and variation, index numbers
- Analysis of growth rates, trends and seasonal patterns
- Introduction to practical forecasting techniques
- Estimation of parameters by regression
- Expressing and evaluating results in a report format
- Formulation, analysis and evaluation of profit-cost models
- Methods of investment analysis: compound interest, net present value and internal rate-of-return applications
- Application of normal distribution to quality control and statistical research
- Application of sensitivity analysis and what-if analysis to business modelling
- Critical approaches to interpretation and decision making.

Managing the Value Chain (20 credits)

The Michael Porter Value Chain and associated theories and critiques are established analytical tools for considering the specific activities in business that add a margin of value to a firm's products or services. Value chain concepts can also be usefully applied at a strategic level to examine where and how information technology and communications contribute to business process improvement, for example enabling data integration between strategy, marketing and operations across supply chain networks.

With the advent of global electronic communications and commerce, there seem to be key weaknesses in applying traditional value chain models, developed in the context of manufacturing industry, to complicated demand chain networks. What is required is a customer-focused value network with dynamic approaches to a changing marketplace.

The challenge for tomorrow's manager is to consider the interdependent nature of an organisation and the requirement for cross-functional decision making in a global market. This course integrates traditional 'stove-piped' marketing and operations business models into a supply chain network perspective so that students can successfully meet this challenge when operating in international environments.

Through this course, students:

- Acquire a new perspective and vocabulary for considering how value can be added between and within elements of value chain networks in different supply chains and their affiliated processes, particularly in terms of the critical interfaces between strategic marketing operations and information and communications technology (ICT)

- Develop an understanding of academic concepts and trends in contemporary management which signify the need for reassessing supplier and customer processes and their relationships in demand chain networks
- Develop an appreciation of the key factors on which business decisions in this area are based
- Formulate innovative proposals describing how strategic marketing, ICT and operations can use information for planning and control purposes to provide effective value chain management in demand and supply chain networks
- Critically discuss the nature of value chain integration and the extent to which it can be successfully accomplished in the context of supply chain network configurations
- Identify critical information flows and assess opportunities for information exchange to support value chain management for the delivery of products and services
- Acquire the knowledge to distinguish between value chains, value systems, value networks, supply chains, supply chain networks and demand chain networks
- Evaluate the impact of electronic commerce on activities and processes within the value chain across demand and supply chain networks.

Content

- Market sizing and strategy, customer relationship management, relationship marketing, the marketing mix, buyer behaviour, communication strategies, marketing segmentation, yield pricing, network marketing, forecasting, quality functional deployment, new product development
- Capacity management, scheduling, process improvement, quality and total quality management, performance measurement, operations strategy

- International marketing and global operations and intermodalism, fulfilment processes, procurement and purchasing, inventory management, just in time, agile and lean supply chain strategies, supply chain collaboration and integration strategies
- Management information systems, electronic point of sale, operating system, enterprise resource planning, warehouse management systems, distribution resource planning, manufacturing resource planning.

Financial Management (15 credits)

In order to function effectively, organisations must identify strategic resources and make effective decisions related to their use. Financial assets, as well as intangible assets such as human capital and information/knowledge capital, may be used to generate value for the business and its stakeholders.

It is important to integrate financial plans into strategic plans and operational decisions. These do not operate independently; they interact with each other and with other parts of the organisation. They must also be viewed in a wider legal, economic and ethical context, and within a global business environment.

This course provides students with the opportunity to examine the principles of sound financial management and to explore the practical application of these through case studies.

Students are given the skills and knowledge to take a leading role in understanding and promoting both effective and ethical practice in the financial management of an organisation.

The course also links to the integrative strategic workshops, specifically business simulations related to the management of a firm's assets, and the business value aspects of major programme deployment.

The course covers four main areas: financial accounting, including the potential use of major tools and techniques related to financial interpretation; management accounting, including traditional techniques and new developments that affect managers today and the relevance to functional areas such as marketing, design and distribution; international aspects of financial reporting, including corporate governance, ethics and reporting regimes of different countries; and the generation of shareholder value as a key business objective and linkage to specific strategies and business policies.

Through this course, students develop the skills to examine and evaluate:

- The process and practice of managing an organisation's financial resources
- The historical background of financial resources and their relationship to current developments
- The importance of financial resources as an integral element of strategic planning
- The role of leaders in assessing and promoting effective practice
- A conceptual framework for the creation of shareholder value
- The management of risk
- The use and development of financial information.

Content

- Contextualising financial management within historic, strategic and ethical frameworks and within multicultural and global contexts
- Cost behaviour, nature and classification; marginal costing, absorption costing, allocation and apportionment; activity-based costing

- Financial instruments and their application: profit-and-loss accounts, balance sheets, cash flow statements
- Financial investment analysis models and their application: traditional capital budgeting (payback, break-even, return on investment, net present value) and strategic models (portfolio analysis, scoring models)
- The role of finance in a business, including corporate goals, strategy and the role of financial management in adding shareholder value; long-term financing; valuation models for shares and businesses; business risk and return, portfolio theory and capital asset pricing model; the capital structure and the effect of gearing on the cost of capital
- International aspects of financial management and reporting.

Human Resource Management and Information Management (15 credits)

In order to function effectively, organisations must identify strategic resources and make effective decisions related to their use. These include intangible assets, such as human capital and information/knowledge capital. To generate value for the business, organisations must integrate human resource issues into strategic plans and decisions.

Information and the use to which it is put within an organisation have become sources of competitive advantage. These interact with each other and with other parts of the organisation. They must also be viewed in the wider political, legal, economic, social and technological context, and within a global business environment.

Students examine concepts from a theoretical and analytical perspective and explore the practical application

of these through case studies. They also take a leading role in promoting both effective and ethical practice in the management of human and information resources.

The course links to other parts of the programme, including the strategic workshops, specifically business simulations related to project/programme management and management of a firm's intangible assets.

Through this course, students develop the skills to examine and evaluate:

- The process and practice of human resource management (HRM) and information management (IM)
- HRM and IM's historical backgrounds and relationship to theoretical developments
- HRM and IM's importance as integral elements of strategic planning
- The leader's role in assessing and promoting effective practice
- The categorisation and role of information systems in an organisation and their linkage to operational and strategic imperatives
- Conceptual frameworks for the development and deployment of information systems
- The international and ethical aspects of HRM and IM
- The relevance and applicability of standardisation and universalism of policy.

Content

- Contextualising HRM and information management within historical, strategic and ethical frameworks and within multicultural and global contexts
- Theoretical models and typologies of HRM and their application and organisational implications

- Audit and assessment of HRM practice, e.g. recruitment/selection, appraisal and development, reward and motivation
- The role of leaders, managers and HR functions in the development of policy, and in the deployment and execution of practice
- Classification of information systems and their strategic and operational roles
- Strategic information systems (e.g. supply chain management systems, knowledge management systems, customer relationship management systems, enterprise resource planning) and their application and organisational implications
- Models of systems development and deployment and critical factors in deployment of strategic information systems
- Audit and assessment of IM and HRM practice.

Integrative Strategic Workshops and Simulations (15 credits)

Through the Greenwich MBA, students acquire the knowledge of effective and ethical management principles and develop the competence and confidence to apply that knowledge to practical business scenarios. This requires a combination of academic and experiential learning, combining both knowledge and skills in a holistic approach.

Students explore and evaluate the practical application of business concepts through business simulations and by examining how outcomes relate to theoretical principles. They work as part of a team, as would be the case in a real-world organisation.

The interactive simulations link to theoretical elements in other parts of the programme and prepare students for the consultancy project.

Through this course, students:

- Experience and evaluate the practical application of business management principles of human, information and financial resource management; programme/project management; operations and marketing, stakeholder value, and strategic management
- Develop the confidence and competence to apply knowledge to practical business scenarios and acquire the personal and team-based skills to be effective in this.

Content

- Business simulation on management of a knowledge-based business
- Business simulation on management of major programmes
- Research assignments related to management of a knowledge and service business
- Research assignments related to the implementation of major change programmes.

Creative Problem Solving and Consultancy Project (15 credits)

This course is the practical focus of the Greenwich MBA. Students work as members of a team to investigate and recommend solutions for live business problems. They present solutions to managers in the client organisations, using skills acquired throughout the programme. During preparatory learning, two aspects are given particular attention: group-based creative problem-solving techniques and the soft, 'negotiated' role of consultant.

Through this course, students:

- Explore a wide range of creative problem-solving techniques, both within groups and as individuals
- Apply the skills and knowledge acquired from the MBA to a real work-based example, enabling them to improve their own problem-solving skills
- Develop the skills needed for the role of consultant and gain an understanding of the need for diplomacy and negotiation as part of the role
- Experience working as members of a team under pressure in a business environment.

Content

- Concepts of creativity and their application to business
- Creative problem-solving techniques and their application to real business problems
- The consultant's role
- Managing client perceptions
- The politics of the organisation: diplomacy and negotiation
- Presenting conclusions and recommendations effectively.

Business Research Project (30 credits)

A dissertation is a key element in programmes of study leading to a Master's award. Students reaching this level already have experience of investigative techniques and report writing and will have successfully completed the Foundations of Scholarship and Business Research Skills course. The dissertation builds on previous experience, developing analytical skills and the ability to relate theoretical ideas to real-life business problems.

This course applies the practical skills and knowledge of research techniques established in the Foundations of Scholarship and Business Research Skills course. By managing a small-scale research project, students develop their understanding of the relationship between theory and practice and extend their capacity for analysis and logical inference.

Content

Each student is required to plan, organise and implement a small-scale business research project and write a dissertation based on this. This should normally be a minimum of 12,000 words excluding appendices. The topic should be appropriate to the award and agreed with a dissertation supervisor. The dissertation must reflect the student's knowledge and understanding of relevant academic and professional literature. It must be developed on the basis of appropriate research design and methods and must provide evidence of research and analytical skills. It must be fully referenced and professionally presented.



What next?

Open Days

University Open Days are held several times a year. They provide a programme of talks and offer you the opportunity to speak to staff and students. You may also be given a tour of the campus. A list of dates can be found at www.gre.ac.uk/opensdays, or contact the Enquiry Unit or International Office for further information.

Greenwich VIP

If you haven't already done so, you can sign up at www.gre.ac.uk/study as a Greenwich VIP. This enables you to set up your own Greenwich web page personalised to your own programme and interests. Becoming a Greenwich VIP is also a fast route to ordering a prospectus, booking an Open Day or finding out more about the university.

Making your application

Applications should be made on a university application form, available from the Enquiry Unit or by download from www.gre.ac.uk/study/apply/pg_apply. If you are from outside the UK and the European Union, please refer to the International Office web pages, www.gre.ac.uk/international, where you can download an international student application form.

Although there is no closing date for applications to postgraduate programmes, many fill up quickly, so applicants are advised to apply early. You do not have to wait for first degree or other examination results as we can issue a conditional offer of a place.

Further information

To find out more about studying at the university, please contact:

UK students

Enquiry Unit
Freephone: 0800 005 006
Fax: 020 8331 8145
E-mail: courseinfo@gre.ac.uk

International/EU students

International Office
Telephone: +44 20 8331 8136
Fax: +44 20 8331 8625
E-mail: international@gre.ac.uk



Student profiles



“The Greenwich MBA offers a unique and fascinating insight into business studies by integrating a wide range of business subject areas into one

stimulating and engaging programme. It is a fantastic way for business studies graduates to move on to the prestigious Master’s qualification.

The great depth of the programme (covering everything from strategy to value chain management to information systems) opens doors in a competitive jobs market. It also gives students the opportunity to develop and practice essential high-level business skills such as group work and presentation. By the end of the student conference and business consultancy project, there was not a single student on the programme who had not developed strong and clear oral communication skills.

The MBA gave me the chance to learn from successful business people from around the world, whether as classmates or academic staff, or through the opportunities to engage with business leaders. I also made some great friends and had a great time. The programme is well structured, well executed and well run.”

Simon Baldwin



“It’s been almost a year since I graduated with the MBA degree, and I’ve come to realise that this programme has helped me in two

distinct ways.

Firstly, as a manager, I’ve gone through a huge learning curve and acquired the latest tools for management. When I relate these to past situations at work (covering financial management, business strategy, leadership and supply chain management), it astonishes me to think how differently I could and should have reacted. This is important learning that I can now implement.

Secondly, the diversity of cultures on the programme has helped me to adapt and develop as a person. This has transformed me so that I have a much broader perspective of people and the way they think and react to different circumstances.

All this experience will hold me in good stead. It will help me make better decisions in the future.

I am very sure that the current batch of students will do well for themselves in the current tough business climate. This programme will help them to find the foothold they need to reach even greater heights.”

Savio D’Souza



“I have found Supported Open Learning an excellent way of combining study with the commitments of my personal and working life. I’ve been given the necessary level of support to engage with new concepts, develop my professional practice and connect with the ideas of others who have different experiences.”

Sara Ragab



“The MBA was stimulating and the source of many cherished memories. The challenging, well-designed curriculum and experienced staff helped me to develop a

firm grasp of difficult concepts while keeping the process fun filled. My class on corporate finance was brought to life using ingenious problem-solving techniques and rigorous application methods.

Student life at Greenwich went beyond classroom learning and included meeting students from other countries and cultures, as well as outings and impromptu brainstorming sessions at the King William Café. The awe-inspiring campus always instilled in me a thirst to excel and succeed. Having graduated and made my mark, I’d say that you leave Greenwich, but Greenwich never leaves you.”

Gunveen Bachher



How to find us

Greenwich Campus

Old Royal Naval College, Park Row, London SE10 9LS

By road: from the M25, take the A2 turn-off to London and join the A2. Continue straight ahead on to the A102. Take the turn-off signposted Greenwich (A206). At the roundabout take the first exit to Greenwich. Continue along the A206 for approximately 1 mile. Turn right at the traffic lights into Park Row. The campus is on your left. A public car park is on your right and there is also on-street parking.

If driving from the Blackwall Tunnel, exit on to the slip road for the A206 Greenwich.

For more information, log on to www.gre.ac.uk/about/travel.

By train: take a train from London Bridge, Cannon Street or Charing Cross to Greenwich station, or to Maze Hill on the same line if travelling from Kent.

By Tube: the nearest underground station is North Greenwich on the Jubilee Line. Then take a 188 bus to the campus.

By Docklands Light Railway (DLR): Cutty Sark station is close to the campus and is on the line to Lewisham. If travelling from London on the Tube, change for the DLR at Bank or Tower Gateway.

By bus: log on to www.tfl.gov.uk/buses for the latest information.

For a Greenwich Campus plan, visit www.gre.ac.uk/about/travel/greenwich.



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THE QUEEN'S
ANNIVERSARY PRIZES
FOR HIGHER AND FURTHER EDUCATION

2008

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in other formats on request

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