

Master of Science

- **Management**
- **Management: Entrepreneurship and Innovation**
- **Management: Organisational Leadership and Change**
- **Management: Strategy**

Developed, fully taught and awarded by University of Birmingham, UK

MODULE OUTLINES

ADVANCED STRATEGY (10 credits)

The module will revisit some of the basics of strategic management but will move quickly to focus thinking and learning on key strategic concepts, theories and issues around the specific themes/topics and cases in question. Using a combination of cases of (un)successful firms, some readings and, most importantly, lively discussion, this module will explore the ways in which long term advantage is built and continuously influenced by contextual issues at firm and industry levels. We will focus particularly on how the thinking, actions and capabilities of the strategist develops in this process; the mind-set needed to build and sustain competitive advantage over time, and on the strategic implications of understanding what defines firm's success.

CONTEMPORARY ISSUES IN MANAGEMENT (10 credits)

The module exposes students to a number of current debates, issues, controversies and emerging phenomena in the practice of business and management. Businesses strive to succeed in contexts characterised by dynamically emerging and declining issues and opportunities, and a key management competence is being able to identify, critically evaluate, and respond to such challenges. Students will engage with “big questions” arising from the conduct and context of modern business, including debates about executive pay, environmental impacts and their management, and operating in emerging frontiers of business in Africa. The module takes a purposively research- and evidence-oriented approach by selecting topics at the cutting-edge of both academic research and business practice and confronting students with evidence and cases in which core issues and tensions can be examined.

DISSERTATION (60 credits)

The dissertation is an in-depth individual research study of a particular issue within the field of business and management. It will outline understanding of current theory and literature, describe in detail methodology of data gathering, outline the evidence gathered, analysis and interpretation; and finally explore conclusions, and if relevant to the study, recommendations. Students undertaking the “Entrepreneurship & Innovation” pathway will have the opportunity to incorporate a business plan as part of their dissertation.

ENTREPRENEURSHIP: ADVANCED TOPICS (10 credits)

The aim of this module is to provide a solid practical, conceptual and analytical understanding of advanced topics in entrepreneurship, with a particular emphasis on the business growth phase. Although no prior understanding is assumed, the module integrates with the Entrepreneurship: Business Start-Up module. The module may include areas such as:

1. Risk and uncertainty in the business growth environment: theory and practice

2. Characteristics and capabilities of growth businesses
3. Strategic evaluation of growth opportunities
4. Debt and equity finance for business growth
5. Growth via partnerships, joint ventures and acquisitions
6. The role of small business growth on economic wellbeing and job creation

ENTREPRENEURSHIP: BUSINESS START-UP (10 credits)

The aim of this module is to provide a solid practical, conceptual and analytical understanding of entrepreneurial start-ups. Although no prior understanding is assumed, lectures and small group teaching activities mix key practical business start-up skills with a theoretical understanding of entrepreneurial start-ups. The module covers these key areas:

1. Risk and uncertainty in the entrepreneurial environment
2. Characteristics of new start-ups
3. Nascent entrepreneurship: theory and practice
4. Entrepreneurial characteristics and capacities
5. Opportunity recognition: developing creative competencies/ idea generation
6. Opportunity evaluation: the role of business planning
7. Assembling and configuring start-up resources

ENVIRONMENT OF BUSINESS (10 credits)

This module is intended to provide students with a critical awareness of major issues and problems associated with today's business environment. Topics normally covered by the module include: Philosophy of Business; Globalisation: concepts and definitions; Corporate Governance; Ethics in Management and Corporate Social Responsibility. By the end of the module, students should have developed an understanding of some of the key factors relating to the role of business in society.

INNOVATION MANAGEMENT (10 credits)

This module is intended to provide students with a critical awareness of major issues associated with innovation management. The module may cover areas such as:

1. The definitions of innovation management
2. How organisations can develop robust innovation processes
3. How innovation management relates to strategy and organisational performance
4. How innovation management is related to technology development and intellectual property
5. How organisational barriers to innovation arise and how to overcome them
6. How the development of networks can facilitate innovation in large organisations

INTERNATIONAL BUSINESS STRATEGY (10 credits)

This module is designed to introduce students to major theoretical concepts in international business, and their application from the manager's perspective. It covers a wide range of issues relating to the international business environment and applies these considerations to managing the international firm. These issues are further explored through a range of group activities and case-studies. Disciplines such as trade theory and international economics, international finance, organisational theory and business strategy are addressed.

LEADING AND MANAGING CHANGE AND CRISIS (10 credits)

Although change is ever present in organisations today, a crisis can result from most anything an organisation is unprepared to deal with. Successful crisis management aims to minimise the impact of disruptive events that can result in loss of life, equipment, earnings, customers, reputation, market share or other future business prospects. In this module, we consider the entire system analysing, for example, factors that can precede and influence crisis such as policy changes, regulatory oversight, licensing criteria, financial concerns, environmental change, or organisational culture. Blending theory and practice, students will work in teams, applying course material in the analysis of real-world crisis management challenges. The aim is to produce critically thinking, proactive crisis managers who have the tools to respond to the range of organisational issues emerging in workplaces today.

OPERATIONS MANAGEMENT (10 credits)

The core activity of any organisation is its operations, and the performance of the organisation is determined by how well these operations are managed. This module takes a detailed look at the decisions managers need to make about operations. The module provides conceptual, analytical and practical insights into the effective management of operations in manufacturing and service organisations, in both the private and the public sectors.

The module examines and applies concepts and ideas through case study analysis, discussions, lectures and group work.

ORGANISATIONAL BEHAVIOUR (10 credits)

This module is an opportunity to examine different academic and practice approaches to the topic. The module explores the research that underpins academic theories that claim to explain and predict organisational behaviour, and encourage you to come to your own well-informed conclusions about the contribution, positive and negative, that people make to organisations. The topic is approached in two key ways: firstly, by engaging with relevant ideas and theories in the area through reading and thinking about published academic research; and secondly by carefully examining how organisational behaviour happens at and outside workplaces.

ORGANISATIONAL RELIABILITY AND RESILIENCE (10 credits)

All organisations exist in a turbulent environment. They have competitors attempting to appropriate their market share, regulations governing what they can and cannot do and operations and projects that often involve risky activities. This turmoil takes the form of risk and uncertainty that threatens sometimes the very existence of the organisation. In this module, we will examine the nature of risk and uncertainty, critically consider some of the traditional approaches that many organisations adopt in response to these threats and explore, by reference to well-developed theory and exemplar case studies, strategies and approaches organisations can take to develop resilience and reliability in the face of these environmental threats.

The module examines and applies concepts and ideas through case study analysis, discussions, lectures and group work.

RESEARCH METHODS (10 credits)

This module is intended to provide students with a critical awareness of both quantitative and qualitative research methods and how they are applied to the field of management.

Topics that may be covered in this module may include:

1. Secondary data sources and literature reviews
2. Quantitative methods such as surveys and statistical methods of data analysis
3. Qualitative methods such as ethnography and case study research
4. Ethical considerations in conducting research
5. Issues around research method validity and limitations

By the end of the module students should have developed the knowledge and understanding to effectively design and write up a research project.

STRATEGIC LEADERSHIP (10 credits)

Over 50 years of academic research and management practice has provided evidence for the critical importance of 12 leadership agility practices which build 'sustainable' leadership and related enterprise in a constantly evolving work, home and community environment. When developed and applied over time in all spheres of life, this results in 'mastering leadership agility'. In this module we will specify and learn about the 12 practices and apply them to your own experience, including reflection on the values, forces and circumstances that shape your own leadership purpose and your continuing leadership development.

STRATEGIC MANAGEMENT (10 credits)

This module is intended to provide students with a critical awareness of major issues associated with strategic management. By the end of the module, students will have developed an understanding of the key strategic management theories, models and frameworks and how they are applied. The module covers these key areas:

1. The purpose of strategic management
2. How strategic management drives organisational performance
3. How strategic management theories models and frameworks are applied in practice.
4. The limitations of strategic management theories models and frameworks

VALUE CHAINS, OUTSOURCING AND PROCUREMENT (10 credits)

This module examines the strategic management of the value chain. This examination is in three parts. First, the concept of the value chain is explored, with a particular focus upon how different stages within value chains possess different levels of commercial attractiveness. Second, this analysis logically leads to the possibility of a firm re-positioning within a value chain – firms could forward or backward integrate and/or become involved in outsourcing. The module discusses this possibility. Finally, in relation to those upstream products and services that the firm sources from suppliers, the module examines how firms might develop procurement and supply management strategy. The main issues and practices covered by the module, therefore, include:

1. Value chain analysis
2. Value chain positioning, including outsourcing and the constraints on value chain movement
3. Procurement strategy
4. Negotiation practice and strategy
5. Supplier relationships and alliances
6. Contracts and contract management