

MASTER OF BUSINESS ADMINISTRATION



Master of Business Administration Programme

The 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 or Finance & Accounting.

The Specialisation Track in Marketing includes focused knowledge that enables managers to make informed, influential decisions that support the development goals of their organisation or business, through such modules as Marketing Research, Marketing in a Global Environment, Consumer Behaviour and Services Marketing.

The Specialisation Track in Finance & Accounting provides deep understanding and practical skills in using the latest financial and accounting tools, which are central to the successful growth of any organisation. Modules include Investment Strategies, Financial Reporting, Business Finance and Advanced Managerial Accounting.



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 and Marketing, is delivered fully online, and has a student body from 175 countries.

Programme structure

The MBA programme comprises five core modules and three electives, culminating in a dissertation. The first module is 9 weeks in length which starts with a week long brief introduction to the programme, the learning platform and then continues with the module content. Each following module is eight weeks in length. By taking one module at a time, you can explore 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 Elective modules

(students choose three)

- 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

C Dissertation

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



MBA Modules

Specialisation Tracks

All students also have the option of following one of two pre-defined Specialisation Tracks: Marketing or Finance & Accounting. As in the more general MBA programme (as outlined above), each track comprises five core and three elective modules. The three elective modules must be chosen from the area of specialisation. The dissertation must also focus on this area.

MBA (Marketing)

In addition to the core MBA modules (see above), students must choose three electives from the following list:

- Marketing in a Global Environment
- Marketing Research
- Services Marketing
- Consumer Behaviour

MBA (Finance & Accounting)

In addition to the core MBA modules (see above), students must choose three electives from the following list:

- Investment Strategies
- Financial Reporting
- Advanced Managerial Accounting
- Business Finance

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.

Corporate Strategy is a required core module for all MBA tracks.

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 People is a required core module for all MBA tracks.

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.

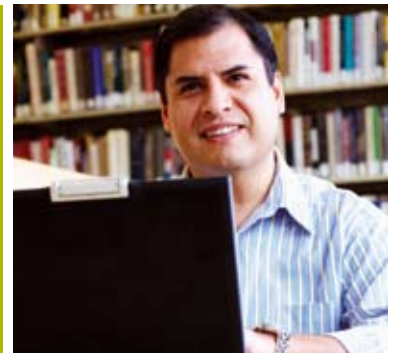
Managing Resources is a required core module for all MBA tracks.

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 has been developed to complement the related core modules of Managing People, Managing Resources, and Managing Change.

Managing the Environment is a required core module for all MBA tracks.



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.

Managing Change is a required core module for all MBA tracks.

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.

Elective for: MBA programme and MBA (Marketing).

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.

Elective for: MBA programme and MBA (Marketing).

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.

Elective for: MBA programme.

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.

Elective for: MBA programme and MBA (Marketing).

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.

Elective for: MBA programme and MBA (Finance & Accounting).



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.

Elective for: MBA programme and MBA (Finance & Accounting).

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.

Elective for: MBA programme.

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.

Elective for: MBA programme and MBA (Finance & Accounting).

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.

Elective for: MBA programme and MBA (Finance & Accounting).

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.

Elective for: MBA programme and MBA (Marketing).

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 approaches 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.

Elective for: MBA programme.

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.

Elective for: MBA programme.

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.

Elective for: MBA programme.

Dissertation

Aim: To provide an opportunity for you to produce a final, original piece of written work that demonstrates your originality in the application of theory gained during your studies.

The culmination of your MBA programme, this written project demonstrates your mastery 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.

Required for: MBA programme and all its Specialisation Tracks.