

Global Online MBA Modules

All available Global Online MBA routes have a set of core modules required to be completed in order to achieve an MBA. Those modules are:

- Management and Organizational Change (P.4)
- Leading Strategic Decision Making (P.4)
- Building High Performance Organizations (P.5)
- Marketing within the Global Economy (P.5)
- Research Skills for Managers (P.5)
- MBA Project (P.15)

On top of these core modules students have the choice of two specialist modules depending on which route they go for. The specialist modules for each specialized route are as follows:

- **MBA General:** Contemporary Issues in Strategic Management / Managing Innovation (P.7)
- **MBA Entrepreneurship:** Managing Innovation / New Venture Planning (P.8)
- **MBA Finance:** Global Finance / Finance for Management Decision Making (P.9)
- **MBA Banking:** Global Finance / Financial Markets, Institutions & Banking (P.10)
- **MBA Marketing and Sales:** Global Marketing / International Sales Management (P.11)
- **MBA Human Resource Management:** HRM in an International Context / Contemporary HRM (P.12)
- **MBA Events:** International Business Events Management / International Festival & Event Management (P.13)
- **MBA Health Management:** Health Policy & Public Involvement / Governance & Accountability in Healthcare (P.14)



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COMMON MODULES

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MANAGEMENT AND ORGANIZATIONAL CHANGE

This module highlights people's role in managing change through the ability to track and evaluate their actions. It will enhance your appreciation for the role played by employees in change management and recognizes the significance within the culture of the whole organization. Management and Organizational Change provides you with the skills and expertise to plan, support and effectively manage sustainable system-wide change programmes that reflect the organizational culture. As change management continues to play a significant role in the advancement of organizations, managers increasingly required skills and training to implement both incremental and transformational change. This module explores both change processes and provides you with knowledge, understanding and the skills to engage organizational change in a practical setting within managerial role. The content is separating into 2 categories; understanding managerial processes and organizational behaviour. Through the study of managerial processes crucial skills will be developed allowing for effective execution of people and change processes. Organizational behaviour allows for the exploration of subjects such as attitudes, perception, motivation, groups and teams and leadership enhancing your knowledge and utilization of the learned skills

LEADING STRATEGIC DECISION MAKING

Leading Strategic Decision-Making reflects the critical role of business leaders in the implementation of an appropriate strategic direction and guiding the firm effectively in that route. The module illustrates choosing and adopting a relevant and innovative organizational culture. Furthermore you will come to understand how from a leaders point of view how to effectively interact with followers and explore the depth of the relationship between a leader and followers. Strategic direction and decision-making form the basis of leadership success. Completing this module will provide you with the relevant tools to identify the specific leader's role within an organization and the considerations they make in the decision making process.

BUILDING HIGH PERFORMANCE ORGANIZATIONS

Through evaluation and analysis, this module explores the strategies and activities organizations use to become high performing and indeed gain competitive advantage. Focusing on business functions and the supply chain management, the module builds on the organizations ability to meet key objectives whilst adding value to its shareholders, stakeholders and society without losing sight of the ultimate goal which is achieving high level performance. In today's competitive business environment, being able to appreciate the broader view is crucial for organizations to reach a high performance level. This module explores the depths of operational activities and functions, such as branding, innovation and finance, and the role they play in successful organizational performance. Their application will be portrayed through theoretical frameworks and real life business cases throughout the full module.

MARKETING WITHIN THE GLOBAL ECONOMY

Designed to develop your understanding of the global environment and the economic effects on businesses, this module will enhance your skills and broaden your knowledge preparing you to overcome potential global challenges. You will be equipped with vast cultural knowledge and appreciation for government policies preparing you to operate productively and successfully on a global economic scale. This Module will familiarize you with strategic thinking and planning preparing you to overcome national and international challenges within the economic environment. Through real life national and international examples you will explore the opportunities and challenges facing organizations from a variety of economic, political and cultural backgrounds

RESEARCH SKILLS FOR MANAGERS

Providing you with crucial research skills and information, Skills for Managers supports your MBA project setting the foundation for you to successfully complete an independent applied research project. This module equips you with a vital transferable skill set including; problem solving and project management, both of which will enhance your career through supporting and strengthening your management and leadership performance. This module offers an essential introduction to conducting research for your project, from the processes to structure and coherent assembly. You will be guided and assisted in approaching and developing your assignment and preparing you for common mishaps and avoiding them.



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SPECIALIST MODULES

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CONTEMPORARY ISSUES IN STRATEGIC MANAGEMENT

The global commercial environment is extremely challenging today and firms are being put under increasing pressure by shareholders, investors and other stakeholders to deliver exceptional results during challenging times. Firms must operate on a global scale going up against a bigger amount of rivals higher number of competitors. Given that firms are under increasing pressure to perform and deliver results, their organizational strategies must be increasingly effective in terms of their formulation and intent as well being implemented in a highly effective manner. This module will address these challenges and examine how firms can compete in a global marketplace and how they can create successful strategies examining the framework and concepts for doing this as well as the process of strategic decision making within organizations. This module aims to explore in detail the various stages which organizations go through when formulating strategic plans including: analyzing the external environment and conducting industry and competitor analysis; evaluating internal resources, capabilities and core competencies; reviewing strategy across organizational levels e.g. the business level, corporate level etc.; looking at how strategy must be adapted when it is taken to the international level; considering how strategy can be developed/achieved through mergers & acquisitions, alliances and other joint ventures. Finally the module will examine how strategies can be successfully implemented and executed and the forces which can shape this process including: structure, culture and change.

MANAGING INNOVATION

This module presents the opportunity for those key issues facing managers in the fast paced technological environment of today's businesses to be examined and discussed. You will be prepared with the theoretical and practical knowledge required to assess and manage innovation. Your ability to critically analyze will be acquired through a variety of discussions, intense evaluation of management concepts in relation to fast changing environments and through assessing case studies of the most innovative corporations in the world. Through discussions, this module will explore the importance of innovation management for organizations around the globe. The introduction of theoretical frameworks and conceptual models will be the basis for these discussions, adding value with real business situations of innovation management. Specifically designed to prepare you for your future career, completion of this module should develop your broad skill set required for managing innovation.

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NEW VENTURE PLANNING

New venture planning explores the significance of new businesses to a thriving economy, promoting a comprehensive understanding of the key elements of the business planning process. This module takes you from entrepreneurial aspirations, ideas generation and evaluation through the business planning process to develop a potential business model for your idea. Through interactive learning, you will work towards the creation of a practical and realistic business plan. This module explores the significance of new businesses and encourages entrepreneurial thinking and aspirations to provide you with the tools to develop your future career. You will consider entrepreneurial role models and explore the business planning process with inputs from marketing, accounts and finance, enabling you to generate realistic ideas, develop them and reflect on your thoughts. Upon completion of this module you will possess the skills that should allow you to exercise appropriate knowledge in potentially creating your own business venture.



GLOBAL FINANCE

Introducing you to the concept of global capital markets, global finance defines such markets through the exploration of related strategies, participants and products. Leading you through the life cycle of the financial global marketplace, this module takes you from its establishment to its implications. You will create a toolkit that should allow you to explore, assess and comprehend functions including; foreign exchange, bond, money products, equity and derivative markets. Upon completion you should have the ability to identify all elements of the financial marketplace and analyze and assess its structure. Understanding the global capital markets function and their role is fundamental in today's changing economic environment. Global finance explores and examines the structure and function of the international monetary and financial system. It offers skills and knowledge building a toolkit of expertise that should allow you to study and comprehend the link between foreign exchange markets, international derivatives markets, the government and corporate bond markets and each of these markets role in managing financial risk.

FINANCE FOR MANAGEMENT DECISION MAKING

“What products do we need to manufacture/ which services do we need to provide, to enable us to achieve our required profit levels?” “What future capital investment offers the best return for the business?” “How can the business manage its working capital?” “How is the business performing?” are the type of questions you should be able to answer upon completion of finance for management decision making. This module will give you insight into the fundamental role played by the finance function in organizations and its value in both long and short decision making processes. Through exploring subjects such as primary financial statements and their objectives, profit versus cash and budget and financial statement preparation you will be provided with a broad knowledge of the role finance plays in a business and the impact it can play on their success. Undertaking this module should enable you to discuss accounting objectives and examine the role various financial statements contribute to the objectives. You will gain tools that should facilitate you to analyze and assess accounting information from management viewpoints and establish how this information can assist the commercial management decision making process. This module will also enhance your skills in the consideration of financial alternatives to ensure the best decision is made for the organization.



GLOBAL FINANCE

This module is designed to provide the non-specialist graduate student with a comprehensive introduction to the global capital markets. The module will provide you with sufficient depth of explanation and analysis so that it is of practical use to you if, for example, you are planning a career in the areas of the capital market business and you wish to improve your knowledge of the products, strategies and participants of these markets. Description of module content: The module will examine the structure and functions of the international monetary and financial system. It will analyze the development and the implications of the global financial marketplace. It will examine the functions, products, participants, operational arrangements of, and the linkages between, the money markets – short-term interest rate products, the foreign exchange market, the government and corporate bond markets, the equity capital markets and the international derivatives markets.

FINANCIAL MARKETS, INSTITUTIONS & BANKING

This module's core aim is to guide you through the economic principles and theories that drive the financial markets, institutions and banking and equip you with a critical understanding of how these affect the global economy overall. The key elements and concepts this module is built upon are those of the interest rates, modern banks and the financial markets, institutions and general system. At the end of this module you should be able to identify and analyze the financial markets roles and functions and also justify the need for diversification within the financial institutions industry. Given the serious changes the economic environment has undergone in recent years it is crucial to understand the functionality of the financial markets, institutions and the banking industry. Upon successful completion of this module you will create a toolkit that should allow you to critically discuss and analyze topics such as the interest rates level and how they are determined, the effect government regulations have upon the financial markets, how banks and other institutions manage risk and the globalization processes the financial system goes through and what implications that has to the banking industry.



Global Marketing

Marketing on a global scale can be exceptionally challenging given the vast differences which exist between countries, regions and markets. This module aims to take students through an in depth analysis of international marketing strategies, the impact they have on global firms and also how they are applied within the global business environment. At the same time it will supply you with the necessary tools required to understand the national and international economic environment in which businesses operate and the role in which global marketing plays in helping organizations successfully achieve their objectives. This module will explore the differences which exist between global marketplaces and the challenges firms face when trying to implement global marketing strategies. It will explore the issue of truly globalised marketing strategies where the process is truly standardized with minimum adaptation for local markets and the challenges this presents. It will also explore the concept of having a global marketing strategy whilst making small adaptations to it as necessary to ensure that it communicates effectively with the target market in the country or region in which it is being executed. The module will cover topics such as global marketing challenges, global distribution and logistics and how to manage, global market research and opportunity analysis, global markets pricing, global product and service marketing, global marketing entry strategies and global channels of communication

INTERNATIONAL SALES MANAGEMENT

The complex and vast selling environment today hides a lot of challenging issues affecting sales organizations and their managers. This module aims to teach you how to act as a sales manager/leader, the competencies required by one and the importance of such a role for the organizational development. A wide range of topics will be covered such as the relationship between sales management and performance and recruitment, the importance of ethical selling but also the integration between marketing and sales in terms of strategies and procedures. As part of this module, you will be expected to critically examine sales managers role and how they utilize new technologies, the importance of ethical selling and managing customer relationships but also selling strategies within an international context. You will also consider the relevance between sales force recruitment and selection policies, sales force training and methods for improving and evaluating an organization sales performance.

HRM IN AN INTERNATIONAL CONTEXT

The objective of this module is the coverage of all the main areas within international human resource management. The concepts and theories that stem from international human resource management will be illustrated via the use of various case studies and examples in order to ensure their best understanding from the receiving end. This module spreads into the models of national culture in to be able to deal with human resources practices and issues arising from being a national organization with a multi-cultural workforce. Operating in an international level can be challenging for any organization due to the differences they face from one location to the other especially when it comes to human resource management. After this module you should be able to establish how a better HRM function can contribute to the effectiveness the organization has globally and how to identify the international HRM strategy that must be used in different national contexts. In addition, another important outcome of this module will be the better understanding requirements and implications an HRM activity has upon an organization operating within an international context.

Contemporary HRM

This module will provide an overview of the key role which Human Resource Management plays in contemporary organizations and will look at the changing role which it has played in firms past and present, with a particular focus on current themes and issues. It will equip you with a critical understanding of the contribution which HRM makes to enabling organizational objectives to be achieved and the role it plays in ensuring the overall success of the firm. This module introduces the developing theory and current models of HRM, providing a framework for more detailed consideration of key operational areas: resourcing, development, performance management and reward, and the management of the employment relationship to minimize conflict and encourage employee engagement. You will focus on current issues such as work life balance, the management of diversity and international HRM and will be equipped with the skills you need to evaluate the changing role of HRM within firms, show how HR activities integrate to ensure they help fulfill organizational objectives, and create an understanding of how HR strategies, policies and practices must be adapted to fit the appropriate needs of different organizations.



INTERNATIONAL BUSINESS EVENTS MANAGEMENT

The global events industry plays a significant role in generating tourism revenue and contributing to the worldwide economic expansion. This module presents you with the key stakeholders in the global events industry and investigates their relationship through applied theoretical concepts and case studies examining the supply, demand and effect events have on a particular destination. This module asks you to critically evaluate the roles of stakeholders including; consumers, suppliers and intermediaries in the context of business events. You will give thought to supply trends nationally and internationally and identify the industry characteristics, exploring the demand for a range of business event facilities in addition to evaluating the macro environment and competitive elements which may influence the destination decision. You will also consider how to identify and determine the principle economic, social and environmental implications for business events and venues at any destination. Furthermore this module will assess the role that event planning and management play including the relevant application of management strategies to ensure effective planning implementation and business events management.

INTERNATIONAL FESTIVAL AND EVENT MANAGEMENT

This module considers festival and events management, event development and processes as well as the implications on other organizations, regions and localities. It evaluates current issues and trends within the festival and events market and political economy with a forecast on future demands and the development of festivals and events across the globe. You will get the opportunity to utilize theories and strategies organizations use to assess the market conditions in which they operate and help them decide which festival or events they should attend. Focusing on a range of festivals and events within an international context, you will reflect on events such as the Edinburgh Festival, Olympic Games, Commonwealth Games or World Expos tying them to theory, allowing you to analyze the pressures and challenges faced by organizations. You will obtain skills to examine event lifecycles, international market conditions, current issues and trends international festival and events. Once you have completed this module you should be competent in the significance of various types of festivals and events and the implications on the macro-environment.

HEALTH POLICY & PUBLIC INVOLVEMENT

In this module you will explore the interrelationship between strong public involvement that impacts on policy decision-making and the delivery of healthcare to populations, and is, in turn, influenced by public policy to encourage healthier lives. This module outlines the major aspects of health policy, public health issues and public involvement. In relation to health policy, it will explore the definition, translation of political vision into action and the formulation and implementation of policy that is for the benefits of staff, patients and the public and that is responsive, flexible and patient-centred. The economics of healthcare will be explored and workforce policies will be examined, as they impact on the overall delivery of healthcare policy and strategy. Aspects of public health will focus on how the public is encouraged to stay healthy and to make lifestyle choices that contribute to improving the health of the nation. All of this will be underpinned by the need for public involvement at all levels of the care process and will emphasise the impact of strong public involvement at strategic level.

Governance & Accountability in Healthcare

The governance and accountability in healthcare module focuses particularly on clinical governance and places the practice and principles of governance in a healthcare environment within a strategic level. Some of the key areas that are going to be even more closely analyzed and examined throughout the duration of this module are governance policy and models, ethical and legal issues, safety and risk management, evidence based practice, teamwork and organizational culture and metrics and quality. Upon successful completion of this module you will have the necessary knowledge toolkit which will allow you to critically examine in depth clinical governance and having a clear understanding of its impact on the public and of the professions. In addition, you will be able to evaluate current practice by assessing clinical effectiveness and be able to distinguish the legal, ethical and professional principles linked to the concept of accountability within the sector of healthcare.

Testing all the skills and knowledge you have gained throughout the programme, this project is the final stretch in your professional development, where you apply your new expertise to complete an independent research project. The MBA project offers you an opportunity to explore an area of interest to you. Through researching the specifics you will become an expert in the subject standing you on solid ground for your future career development. Allowing you to examine and assess relevant academic and practitioner publications, you have the opportunity to dive into your chosen research topic applying expertise acquired throughout your studies and analyze and present data in a structured manner. This project uses learning outcomes from the already taken module Skills for Managers giving you the opportunity to critically evaluate and analyze your findings whilst achieving a consistent and comprehensive piece of work. For the duration of your project you will have the support and assistance of a supervisor who can provide you with online guidance throughout this whole module and give you expert advice to subjects relating to your chosen topic

Resources

This module contains no specific subject content and there is no formal delivery of any material. The individual and unique project topics selected will allow you to utilize the methods and techniques introduced in the MBA program to independently research and acquire detailed knowledge relating to your project. The emphasis is very much on individual development and demonstrating the critical research skills commensurate with postgraduate study. The research is overseen by a supervisor who will provide expertise relating to the academic subject area of the project, as well as providing general guidance on the execution and completion of the research. A number of exemplars are available on the Virtual Learning Environment to support you, and the guidelines for writing the project are given in the MBA Project Handbook

Relevance and advantage for students

Although the project is subject-specific, the skills used within the project are transferable and relevant to a range of situations you may find yourself in, both in your current or future organization. The project will demonstrate your ability to critically analyze primary and secondary data, and present robust and evidence-based arguments, skills which are highly valued by employers. A successful project in a relevant business area has the potential to enhance existing job capability, as well as create future promotion opportunities

Assessment overview

The MBA Project is the final assessment of the MBA program. This assessment is a major project based on a key business or management area in which you identify and analyze a specific problem/issue, which requires investigation. Although you will receive formative feedback from your supervisor as it progresses, the submission of a 14000-word project, prepared in line with the guidance given within the MBA Project Handbook, is the sole vehicle for assessment. There is an expectation that you will incorporate a 500- word report at the end of your project, which reflects on your personal and professional development throughout your MBA studies.