

The Greenwich MBA

Executive Master of Business Administration

Executive Master of Business Administration
(Financial Services)

Executive Master of Business Administration
(Public Services)

Executive Master of Business Administration
(Maritime)

Executive Master of Business Administration
(Social Enterprise)



UNIVERSITY *of*
GREENWICH

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Welcome from the Head of Business School

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Business success worldwide is achieved by those 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 know the fundamentals of their craft and apply them directly to their practice.

At the Business School, our degrees 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 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 success in the future? Quality of leadership – the courage to act responsibly 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.



Jon Sibson
Head of Business School

Welcome from the Programme Director

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Welcome to the Business School and the Greenwich MBA. Many people ask me ‘What is the value of your MBA?’ I liken my answer to good coffee – it’s all in the blending. What I mean is that the Greenwich MBA delivers holistic learning outcomes, diversity of perspectives and flexible engagement to provide a valuable learning and development experience.

One of the features of this degree is the ‘holistic’ learning experience. You will not only study the individual elements of business management, you will explore the interrelationship between them and their application to the real world of business. We focus not just on the creation and application of knowledge, but on personal development.

We want you to graduate from the MBA with more than just a qualification: you should also have the competence and confidence to apply your knowledge in a continuously changing business world and the skills and attributes of responsible leadership. You should be able to manage your career as an executive in an organisation, whether public or private, or as an entrepreneur in your own business – hence the degree name: ‘Executive’ MBA.

Some of our applicants have a first degree in a business subject, some in other subject areas, and others will join us as mature-entry

students; what they have in common is real-world working experience in diverse functional areas, in diverse sectors, be they private or public, and in diverse countries. Of course, no one has experience in every area and, indeed, the diversity of students’ experiences, be they transnational, cultural, functional or sector based, will add real value to your learning at the University of Greenwich.

The degree blends both campus-based workshops and classes with self-managed learning, some of which is facilitated through our online managed learning environment. Research suggests that this blended approach delivers the best learning outcomes for participants as well as provides greater flexibility. You will also be able to tailor your study towards your own industry, such as the financial services, public services or maritime sector.



So why not join us and find out how challenging, enjoyable and personally rewarding this degree can be for you?

Please feel free to contact me if you have any questions about the Greenwich MBA at mba@gre.ac.uk.

Dr Yong Lin
MBA Programme Director

Why study this degree?

The Executive 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 responsible 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 business project.

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 (2 or 3 years) by Supported Open Learning. Together, these offer flexibility and a recognised qualification while delivering business and management education relevant to the workplace.

Whether you are a full-time or part-time MBA participant, you will study the same curriculum; at different stages of the degree you will work together on activities. For a detailed guide to course content, see page 10.

The degree 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 degree outcomes and stages of attainment.

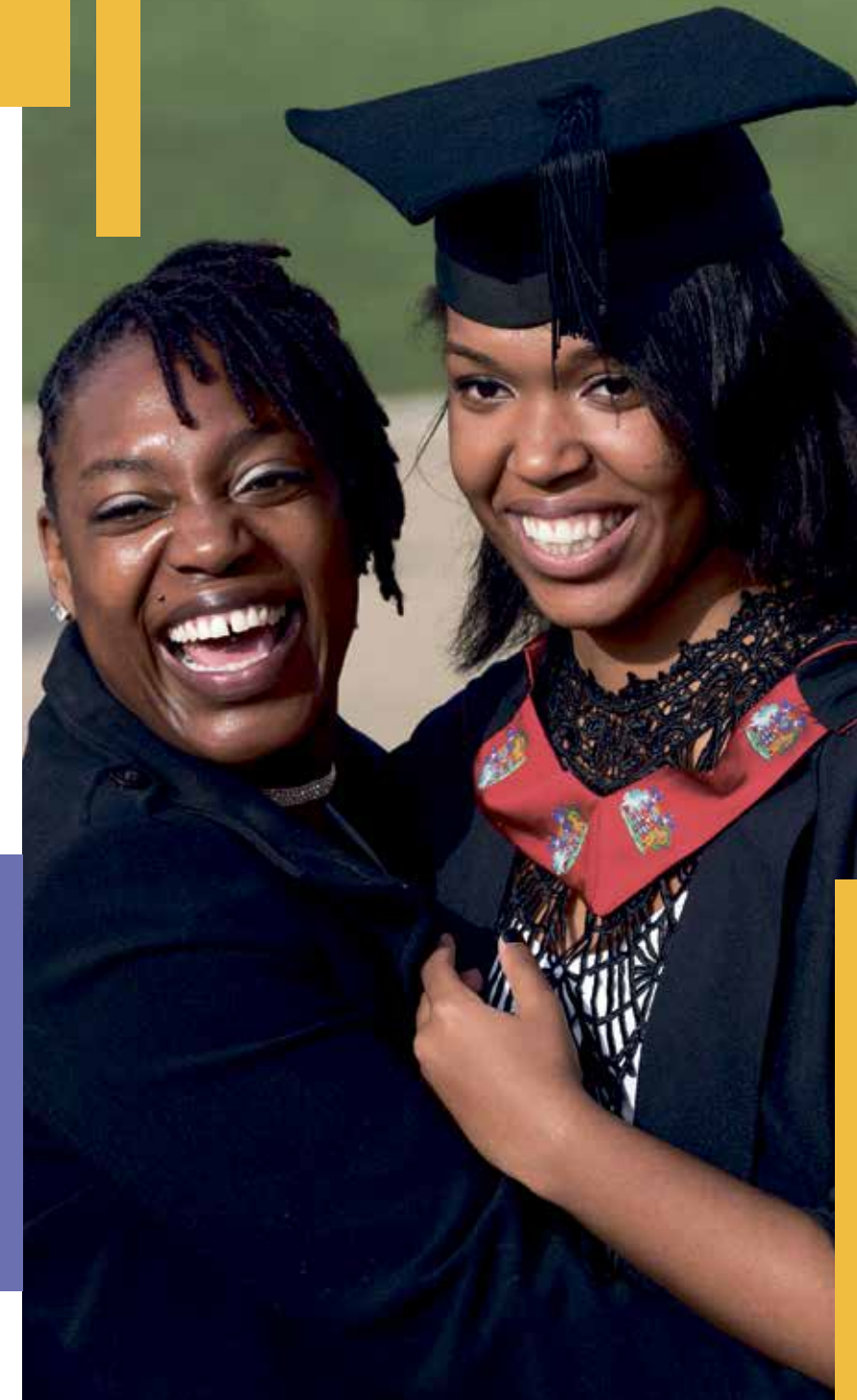
“The Greenwich MBA offers a unique and fascinating insight into business studies by integrating a wide range of business subject areas into one stimulating and engaging degree. I made some great friends and had a great time. The degree is well structured, well executed and well run.

Simon Baldwin

Tier 1 (Graduate Entrepreneur) visa endorsement

The University of Greenwich is accredited to approve international MBA graduates for the Tier 1 (Graduate Entrepreneur) visa. This brings real added value to the degree as we not only identify suitable student entrepreneurs, we also nurture and develop them. To be eligible, you must be an international student planning to become an entrepreneur and have an outstanding business idea that you wish to put into practice in the UK.

For more information, search: 'Greenwich Tier 1 (Graduate Entrepreneur) visa'.



Why study with us?

The University

The University of Greenwich traces its roots back 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 degrees.

Our total student population is approximately 22,000. Our international students come from over 176 countries and bring a rich diversity both to the university and to business degrees 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 the 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 who are working in the public and private sectors.

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 degrees to reflect current business priorities and the demands of employers, which we gauge through forums with local business leaders. Our staff ensure current practice informs their teaching through relationships with businesses and the local community, while our students view current practice through engagements with 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, practical role play and real-world business consultancy engagements.



“,, I found that meeting with the programme leader before commencement of the degree was hugely influential and beneficial. The advice given and the opportunity to see what you will be in for during your studies gives you invaluable insight into what the Greenwich MBA is about.

Bradley Smith

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 University of Greenwich Stockwell Street Library, which opened in 2014, provides a modern and inspiring environment for studying, with computer and printing facilities available as well as bookable rooms for student group work. The £76 million library won "Best Town Centre Project" at the London Planning Awards and was shortlisted for the 2015 RIBA Stirling Prize Award. Student accommodation and students' union buildings are a short walk away.

The Dreadnought Student Hub on campus is being transformed into the 'go to' place for students. The £25 million conversion will offer a social and learning space as well as a gym and computing facilities.

The campus is also home to the School of Humanities & Social Sciences, the School of Computing & Mathematical Sciences and the Greenwich Maritime Centre.

The university's other campuses, at Avery Hill, southeast London, and at 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.

Around the Campus

Greenwich is a bustling mix of markets, shops, restaurants and pubs. Across the road from the 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 in Greenwich Park, which stands on a hill where east meets west on the Prime Meridian, is the home of Greenwich Mean Time. In 2012, the park hosted events for the London Olympic Games.

Central London, which offers all the attractions of one of the world's leading capital cities, is only a short train journey away, while directly across the river is the business centre of Canary Wharf.

“,, 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

The Greenwich MBA

You can study the Greenwich MBA full-time or part-time by Supported Open Learning.

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, usually two extended 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.

Part-time (2 or 3 years) MBA by Supported Open Learning

This degree is primarily aimed at individuals who are working full-time and need to balance study with work and home commitments. It employs Supported Open Learning, a flexible learning model which uses a mixture of different methods of study, including facilitated online learning supplemented by face-to-face on campus evening workshops. This approach has proved very successful and is extremely popular with both students and sponsoring employers.

You can choose whether to complete the degree in 2 or 3 years and will have the flexibility of switching this at the start of your second year. It is open to home students (UK and EU), who are required to study approximately 12 hours a week for under three years.

Benefits of Supported Open Learning

Supported: if you enrol on this degree, 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 forums, webinars, chat rooms and e-mail, and research resources, such as library accounts, e-books and online access to thousands of articles and journals. You will also engage with each other and with tutors in supplemental face-to-face workshops on the Greenwich Campus.

Open: you will be required to attend occasional face-to-face workshops 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 also negotiate certain coursework topics so that what you study is relevant to your workplace or chosen sector.

Learning: these degrees are designed to guide your personal learning experience rather than rely on traditional methods such as lectures. Research has shown that the best learning is achieved by this blended model of delivery.

PGDip Management Studies (DMS)

If you are unable to commit to three years' part-time study, you may still take part in the MBA degree but you can request an 'exit award' after just less than two years. Successful completion of 120 credits leads to an exit award of a postgraduate diploma.

“Because I travel so much for business, I think I did half of my MBA either on planes or in airports - that's the benefit of the executive course, I was able to dial into most of the classes no matter where I was in the world

Jason Tomlinson



MBA Student Conference 2018

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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



Tailored Study

While the regulatory bodies for the MBA do not support functional specialism on an MBA (there should not be an MBA in marketing or HR, for example), they do support sector contextualisation.

For instance, you can tailor your MBA to one of four specialist sectors, namely the financial services sector (including banking and insurance), the public services sector (including health, local government and emergency services), social enterprise and the maritime sector.

All of these are key areas of research and practical expertise for the University of Greenwich:

Financial Services

Our Centre for Governance, Risk & Accountability produces cutting-edge research and is actively engaged on projects with industry, the public sector and local business.

Public Services

The Public Services International Research Unit, based in the Business School, was set up in 1998 to carry out empirical research into privatisation, public services and globalisation.

Social Enterprise

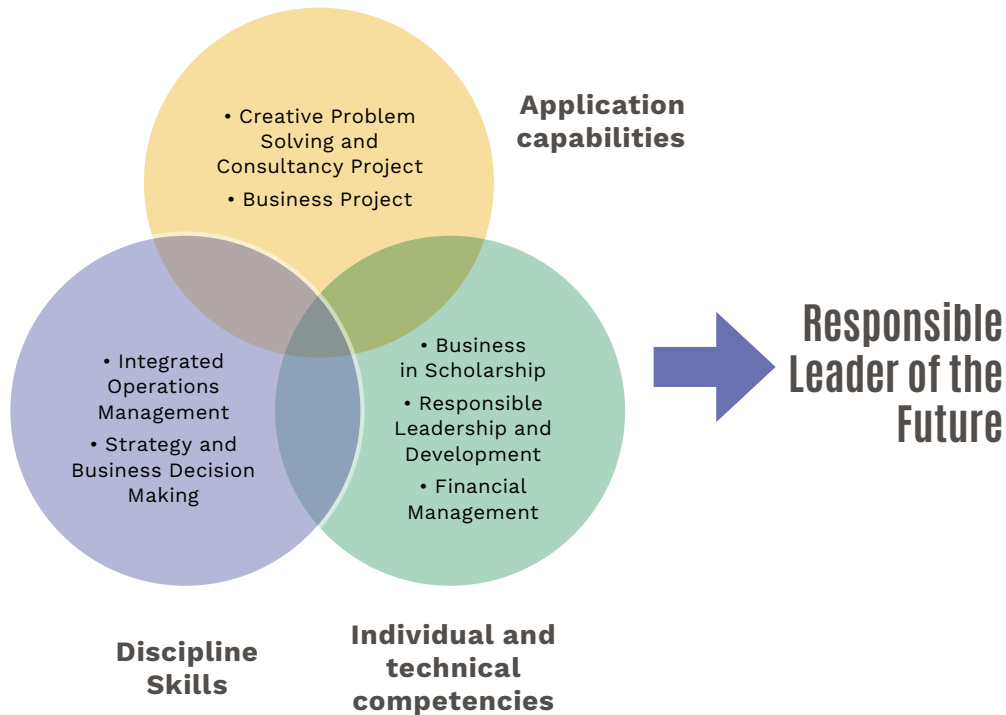
The Centre for Innovation, Imagination and Inspiration works with local business and organisations to support them in the development of practical services and solutions, providing profitable and sustainable business benefits.

Maritime Management

The Greenwich Maritime Centre is a research and postgraduate centre, founded as a centre of excellence in London dedicated to advancing and promoting an understanding of maritime activity at both national and international levels.

If you work in one of the specialist sectors, you can focus on this during your studies. What you learn on particular courses will be put in the context of your sector, and you will undertake sector-specific 'Consultancy' and 'Business Project' courses. In addition, participants who wish to tailor their study are provided with specialist resources and academic support.

Key features of the MBA



Teaching and Assessment

The degree employs ‘blended 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 and application
- Role play exercises and reflective practice for professional development
- Formal classroom lectures and tutorials
- Self-study and research facilitated online.

Assessment is also blended. While time-constrained assessments still have their place for some topics, the degree follows the move away 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 time-constrained assessments, this degree also includes the use of student portfolios. Your portfolio will enable you to demonstrate your engagement with the learning process and may include, for example, analysis of case studies, your presentations and reflective reports outlining your learning achievements and their application.

Structure of the MBA

The Greenwich MBA is structured in a modular fashion. This will progressively develop your capabilities and confidence in the use and practical application of the knowledge you 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, knowledge 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
- An independent business project: academic and practical application and analysis of business issues.

“““

As a manager, I’ve gone through a huge learning curve and acquired the latest tools for management. The diversity of cultures on the programme has also helped me to adapt and develop as a person.

The MBA has transformed me so that I have a much broader perspective of people and the way they think and react to different circumstances.

Savio D’Souza

What You Will Learn

By the end of the MBA degree, you 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 its 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 you graduate and enter professional practice, you should be able to:

- Consistently apply your general business knowledge as well as area-specific and wider intellectual skills
- Deal with complex issues systematically and creatively, make sound judgements in the absence of complete data, and communicate 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 on 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 your own knowledge and skills.

Entry Requirements

You should have:

A good first degree from a recognised university equivalent to or better than 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.
- If you were educated in a language other than English and/ or in a country where English speakers are in a minority, you should have a minimum IELTS score of 6.5 (with a minimum of 5.5 in each skill) or an equivalent rating in another Secure English Language Test. Further details on English language entry requirements from specific countries are available at gre.ac.uk/international

The Greenwich MBA will give you the grounding you need to enter and progress rapidly through a management career at executive level. Many of our students go on to find excellent positions in organisations of all sizes all around the world, or work for themselves. The MBA's emphasis on practical application through business simulations and the consultancy project will ensure that you have the skills to apply learning to real-world business scenarios while understanding the underlying theory. In addition, you will develop your own personal skills, as well as business skills, culminating in individual career development plans supported by executive coaching.

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. Greenwich MBA graduates are able to apply for advanced access to the Master's Gateway of the Chartered Institute of Management Accountants, which provides an accelerated

route into the institute. While studying this degree, you will also be eligible to apply for student membership of the Chartered Institute of Logistics and Transport. This also gives you access to its sister organisation, the Institute of Operations Management.

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. While one course specifically focuses on leadership, personal and professional development and career management, the degree will give you opportunities across all its courses to develop professional skills and attributes such as communication, negotiation, active listening, presenting, effective team work, leadership, creativity and innovation.

Careers

You have the opportunity to progress rapidly through management in different companies or to apply your skills and knowledge to managing your own businesses.

Our graduates are working in sectors such as accountancy, banking, consulting, energy and utilities, engineering and manufacturing, environment and agriculture, healthcare, information technology, property and construction, public services, HR, retail, training and education, transport and logistics. Some of our graduates also started their own business. Many of them have reached senior or higher level positions like managing director.

Financial Information

For information on tuition fees, scholarships and bursaries and for financial help, please visit gre.ac.uk/finance. Information on international fees can be found at gre.ac.uk/finance/intl

Core courses

Each course is permeated by the degree's broader themes. These include responsible leadership (incorporating areas such as sustainability, corporate social responsibility, corporate governance and business ethics); diversity and cross-cultural management; creativity, business innovation, intra/ entrepreneurship and enterprise development; the global business environment and opportunity; knowledge management and risk management.

The assessment regimes of some courses will enable you to relate what you learn to a specific business sector.

Responsible Leadership and Development (15 credits)

You will return to the industry with a career plan for achieving your aspirations – you are not the same person doing the same things but with a qualification after your name. You therefore need to explore your own strengths in relation to your aspirations and develop career management plans, supported by professional executive coaching.

This course helps you to acquire and develop the necessary skills to manage your own career and become a responsible leader. You will explore and critically evaluate contemporary theories of leadership and examine how these can be applied in practice.

When exploring 'change management', the course particular focuses on the models of 'transformational leadership', and 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.

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

Content

- Reflective practice and other models of Continuing Personal Development
- Utilising case studies to evaluate applicability of traditional and contemporary models of leadership, including transformational and transactional leadership, complexity leadership, servant leadership, authenticity, and responsible leadership.
- Complementary value of leadership and management
- Principles, practice and personal assessment of skills related to change management, negotiation, active listening, business presentation, networking, teamwork, leadership, creativity, personality, culture, meeting skills, etc.
- Career management, coaching and planning
- Ancillary Business seminars and workshops.

Scholarship in Business (30 credits)

Using a problem-based learning approach, and contextualised towards research and analysis of the Business Environment and International Business Context, this course develops your abilities of academic practice and research in business and management. It also provides the foundation of academic skills required for success on the other courses in this degree.

The context in which organisations exist today is increasingly international as the process of globalisation continues. Managers are required to be sensitive to a range of different social, political and economic systems

as well as the technological and ecological factors that make up the complex environment in which they operate.

Meeting the challenge of change is essential if managers and their organisations are to operate effectively in such a diverse and dynamic environment. This course ensures that you can analyse trends and changes in the business environment and have the necessary tools to interpret and exploit change.

Content

- Skills of self-directed learning and technology-supported learning.
- Academically valid sources of business information, reading and methods for evaluating argument, academic and reflective writing processes and styles, referencing, attribution and citation.
- Business research concepts, the research onion, quantitative and qualitative research design: ethics, reliability and validity
- Overview of Research methods: experiments, surveys, case studies, action research, questionnaires, interviews and focus groups, observation, secondary data reinterpretation
- Analysing, displaying and conveying data in a meaningful manner using Excel for descriptive statistics, correlation, regression and trend analysis
- Political systems: Types and Components; national, regional and international forces; changing political environment; political trends and risk. Economic systems and their operation: command, mixed and market; trends and risks; relationship to political systems and the role of government economic policy.
- Global economy: world trade and the international competitive environment; globalisation process; alternative theories of international development; role of the IMF, World Bank and WTO.
- Other factors: social, technological, legal considerations; CSR, environmental, ethical and sustainability issues.
- Industry and market analysis: alternative data sources, approaches, tools and models; identifying KPIs and CSFs.



Students playing the Cayenne business simulation game

Strategy and Business Decision Making (30 credits)

Organisations are experiencing an increasingly competitive business environment. To attain a secure and successful future, they need to develop and execute 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 you with the core concepts, frameworks and techniques of strategic management (analysis and implementation) that enable you to make better decisions. It develops a core knowledge of strategy within practical international business.

At the level of generic strategy, you will 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 business environment theoretical frameworks developed in the Scholarship and Business Frameworks course and integrates the perspectives laid down in the courses associated with the operational areas of the business organisation. Case studies play a major part in both the teaching and assessment strategy, as the intention is to develop your 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. You must understand the factors which bring about change, as well as the mechanisms to implement change in order to be effective in your business career.

Content

- Strategic management: core concepts, frameworks, techniques, limitations and applicability
- Business strategy: sources of long-term profitability and sustainability through strategic advantage and innovation: internal and external. Typical areas of exploration: mass/lean production, brand, knowledge as a strategic resource, responsible leadership/CSR.

- Corporate strategy: scope of business, internationalisation, FDI, integration/collaboration/diversification. Application of theories, perspectives and models to case studies on strategic analysis and decision-making.
- Strategy execution: application of theories, perspectives and models to cases on leading and managing strategic change.
- Use of business analytics to support and communicate strategic analysis and strategy implementation
- Integrating strategy analysis with strategy implementation

Integrated Operations Management (30 credits)

Operations Management is the set of activities that create value in the form of products and services by transforming inputs into outputs. Competitive advantage in operations is critically important in any business. This course provides you with concepts, techniques and tools to design, analyse, and improve corporate operations to efficiently and effectively deliver value to customers.

The course highlights integration, with other business functions such as marketing, human resource, and information management. The challenge for tomorrow's manager is to consider the interdependent nature of an organisation and the requirement for cross-functional decision making in both local and global market. This course brings together traditionally 'stove-piped' marketing, human resource, information systems and supply chain management knowledge and approaches into an integrated operations management perspective. This will help you to successfully meet this challenge when operating in international environments and address the differing dynamics of value generation in manufacturing, service and knowledge organisations.

Content

- Concepts of operations strategy and operational capabilities, and its position in the value chain model
- Concept and techniques of process design, planning and control, project management, quality, supply chain management
- Concept of value chain analysis and its application to manufacturing, service and knowledge organisations.
- Contextualising marketing, human resource management and information management within historic, strategic, ethical and legal frameworks and within multicultural and global contexts.

- Strategic concepts and models for marketing (including customer relationship management CRM & relationship marketing), HRM and information management and their integrated application in a firm.
- Business Simulation involving stakeholder engagement in major projects.

Financial Management (15 credits)

The success of an organisation depends on the identification of strategic resources and their effective use. Financial assets, as well as non-financial assets should be effectively employed to grow the business and increase shareholders' wealth.

It is important to integrate financial plans into strategic plans and operational decisions, as they are inter-related and are vital part of management processes 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 you with the opportunity to examine the principles of sound financial management and to explore the practical application of these through case studies. You will gain 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 covers three main areas:

- Financial accounting, which includes the potential use of efficient tools and techniques, understanding and interpreting financial statements and assisting with the evaluation of the company's performance on national and international levels.
- Management accounting, including traditional and non-traditional techniques supporting managers' strategic decisions related to costing, pricing, performance measurement.
- Financing and investment decision suitable to different types of organisations.

Content

- Contextualising financial management within historic, strategic and ethical frameworks and within multicultural and global contexts
- Preparation and analysis of financial statements
- Cost behaviour - nature and classification of cost; break even analysis, performance measurement.



- Budgeting techniques: master budget, operational budget, cash budget
- Financial investment analysis models and their application: (Pay Back, AAR, NPV, IRR, Profitability Index)
- Financing business activities - assessing corporate goals, strategy and the role of financial management in adding shareholder value; long-term financing; capital structure, effect of gearing on the cost of capital
- International aspects of financial management

Creative Problem Solving and Consultancy Project (15 credits)

This course provides you with the opportunity to explore and evaluate the practical application of business concepts through the experience of working as members of a consultancy team to investigate and recommend solutions for a real business issue. You will work on live business problems, taking a briefing from management of client organisations, applying creative problem solving and innovation techniques, and presenting recommendations back to the client. The course provides a practical focus of the MBA degree in that you have to bring to bear all the skills acquired throughout the degree.

Three aspects will receive special attention in preparatory learning: group-based creative problem solving techniques; project management concepts; and the soft skill dimensions of being a Consultant. This course aims to develop your confidence and competence to apply knowledge to real business scenarios, and to develop the personal and team-based skills to be effective in this.

Sector specialisms may be applied to this course.

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.
- Conducting a consultancy project, presenting conclusions and recommendations effectively. Culminating in the execution of a project by consultancy teams.

Business Project (45 credits)

This course is a key element in degrees of study leading to a Master's award. Students reaching this level will already have experience of research, investigation techniques and report writing from preceding courses. The project will build on previous experience developing analytical skills and the ability to relate theoretical constructs to business problems.

Through the selection, design and execution of a small-scale business project involving research, you will be expected to develop your understanding of the relationship between existing literature and practice and to extend their capacity for analysis and logical inference.

Content

Following a facilitated self-study of ethics and research methods, you will be required to plan, organise and implement a small-scale business project involving research and write a report 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 business project supervisor and the course guide will provide a range of formats appropriate to a business project.

The report must reflect your 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.





Course Activities

Business Simulation

You will take part in a business simulation game called Cayenne. The game allows participants to identify generic project challenges. You will act as teams of project consultants for a major IT implementation programme. Within the simulation the teams have to manage the engagement with different stakeholders and balance the cost, time and business value that the project delivers.

You will be given project situations, where you will have to identify potential problems or explain the cause of weak performance in a project. This allows you to learn from the mistakes that you have diagnosed and can apply them to your real life work.

EMBA Webinar Series

Since February 2018, we started an initiative called “EMBA Webinar Series” for current students and alumni. The aim is to bring extra learning experiences to students beyond current in-class learning. The webinar covers the most up-to-date topics in business such as block chain and cryptocurrency, strategy paradox, entrepreneurship, AI, machine learning and sustainable finance. Industry professionals and academics are invited to bring their insights and up-to-date research to broaden your knowledge and enhance your learning experience.

MBA Conference

Each year the Business School hosts a conference which is themed, organised and delivered by current MBA students and those in their second year of part-time by Supported Open Learning studies.

You will appoint a conference committee, decide on the conference title and theme, and organise the marketing, logistics, presenters and content over a three-month period leading up to the conference.

Previous Business Conference titles include:

- 2010-11 Sink or Swim: Business Opportunities and challenges for the next decade
- 2011-12 FlammaFutura – The flame of the future
- 2012-13 Making waves – Creating our future
- 2013-14 From the Centre of Time...to endless possibilities
- 2015-16 The force of change awakens – Evolution or Revolution

- 2016-17 Shaping Business opportunities in a world of uncertainty
- 2017-2018 Business Re-creation: Making Tomorrow's World

The event is a key point in your professional development as you will have the confidence and competence to present knowledgeably and be questioned on contemporary business issues in front of hundreds of academics, industry experts and peers. MBA students will already be used to presenting in class and in workshop environments.

“” The MBA conference was a fantastic opportunity to showcase our learning and work as a team. I loved the diversity of the degree and the opportunity to meet other students at an international level. I have forged professional relationships that I anticipate will last a lifetime.”

Matthew Cook

Networking Events

Our networking events provide you with a unique opportunity to practice professional etiquette and network with potential future employers. Our guest speakers include PR, speaking and media coach, Marc Lemza, who introduced our students to the importance of networking and networking skills.

As part of our Big Picture Seminar series, influential figures from industry, commerce, economics, professional coaching and media have provided ‘tips from the top’. Run by the Business School, these popular events have covered a wide and fascinating range of topics.



Students presenting at the MBA Student Conference 2017

Profiles of graduate students



“ I looked into studying at the University of Greenwich as I wanted to be able to relate the subject content to my professional sector, choosing the Public Sector endorsement option within the MBA.

The public sector endorsement was fantastic at bridging the MBA deliverables to the public sector. Every aspect of the programme was applied to my professional career and drew on my experience when completing assignments and my final dissertation was based on the fire service.

The programme encouraged us to self-reflect and balance the need to be self-

Matthew Cook

“ 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.

Student life at the University of Greenwich went beyond classroom

aware first and then develop this into an awareness of others. The concepts of emotional intelligence and ethical leadership underpin the programme and a leadership philosophy that is authentic and adaptable ensures we remained flexible in our learning.

I am now a Group Manager with the London Fire Brigades Strategy and Inclusion Department. This includes project management and working on future strategic change. I love this role and this was directly influenced by my participation on the programme.

I studied the MBA part-time. Through a very supportive partner and a commitment from my work I was able to attend classes. Within my time at university, I had three children so a very busy work life balance but on reflection a hugely rewarding one.

The completion of the MBA is a huge personal achievement for me and well worth the journey to get here.

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



Why did you decide to study the Greenwich MBA?

“ Personal development. I had just reached a point in my career where I felt I needed a change. I was a clinician and I wanted to go into management, so I thought the MBA would give me all the necessary tools, and business management insight, to be successful in this transition. Why the University of Greenwich? Because it's my local university. I live in Greenwich. And it also has an excellent reputation. So really, for me, it was a no-brainer.

How has Greenwich helped with your skills?

“ Well, in a lot of different ways. There's the specialist knowledge that you get through the different courses that you do. There's the critical thinking skills that you develop and for me, it changed the whole perception of what a true leader is.

Tell us about your career at the NHS.

“ I've been working in the NHS since 2003 in a variety of different roles. Initially I was a clinician for a few years, I was a dietician. Then I worked in quality and safety for a couple of years. And now I'm Operations Manager for a busy cardiology department in the local NHS hospital. The MBA helped me during this transition from a clinical to a managerial role.

How did you balance your work life and studies?

“ The MBA programme is really well thought out and organised. It allows you to be flexible, which means you can choose to study in the evenings or on weekends. Personally, I did a combination of both, and I was able to tailor this programme to the rest of my life.

Where does your determination come from?

“ Determination has to come from within. It's got a lot to do with inspiration and ambition. I have been inspired over the years, by great leaders in the workplace, from other industries, or from history, even. My ambition is to be like them in the future.

George Anastopoulos

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 gre.ac.uk/opendays, or contact the Enquiry Unit or International Office for further information.

In-country Visits for International Students

The International Office regularly visits potential overseas students in their own country to provide on-the-spot advice and offers of a place. For more information on the application process, fees, visas and immigration, and country-specific guidance, please visit gre.ac.uk/international-students

Making Your Application

Applications to postgraduate degrees should be made online at gre.ac.uk/apply.

There is no closing date for applications to postgraduate degrees, but many fill up quickly, so you are advised to apply early. You do not have to wait for first degree or other examination results.

Your application should be accompanied by a personal statement outlining why you wish to undertake an MBA and what you can contribute on the degree. You should also provide a full and detailed CV/résumé listing your full- and part-time work experience and qualifications, and the details of two referees.



Further information

To find out more about the MBA, please e-mail mba@gre.ac.uk. To find out more about studying at the university, please contact:

UK students

UK Student Recruitment

Telephone: 020 8331 9000

Fax: 020 8331 8145

E-mail: courseinfo@gre.ac.uk

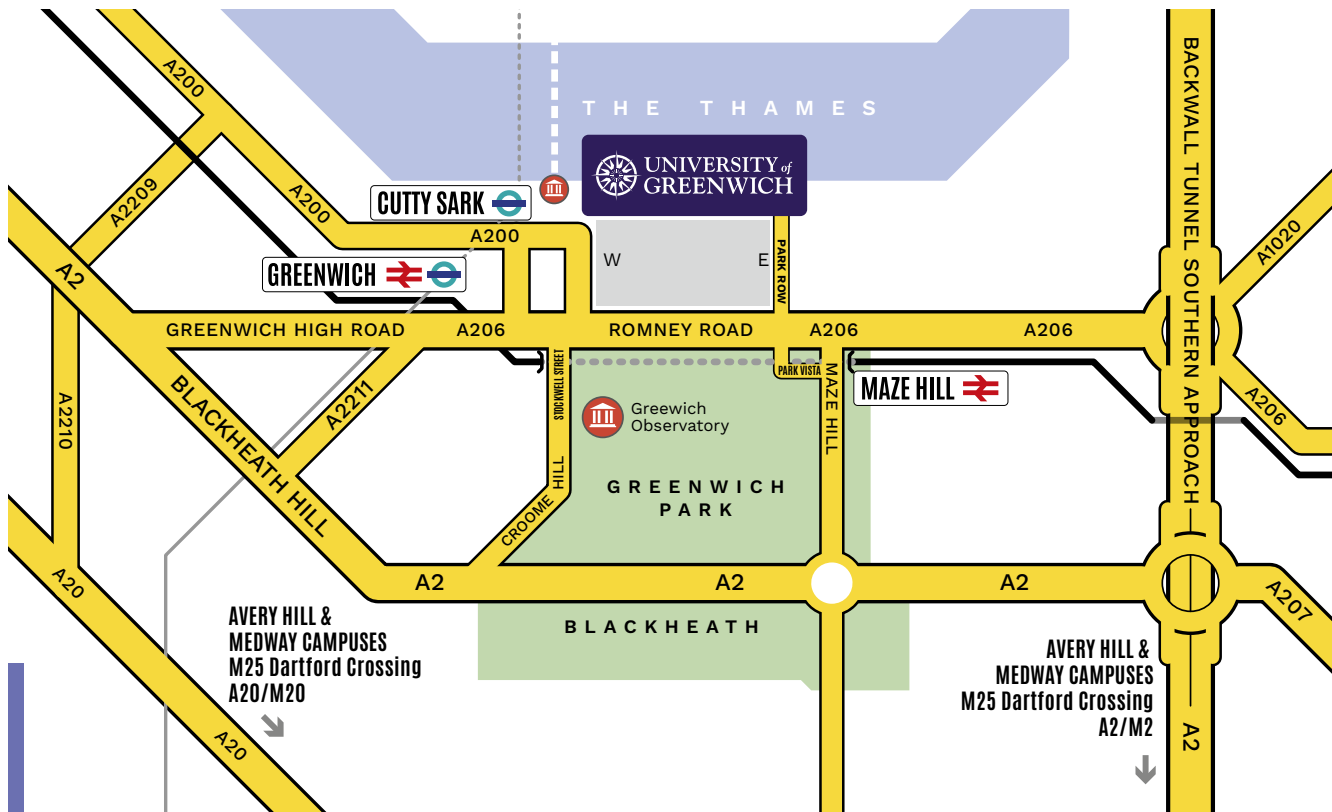
International/EU students

International Office

Telephone: +44 20 8331 8136

Fax: +44 20 8331 8625

E-mail: international@gre.ac.uk



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 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 gre.ac.uk/about/travel/greenwich

Contact us:

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gre.ac.uk/mba



This document is available in other formats on request

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