MBA Master of Business Administration

Executive Management

Programme Syllabus

2013

MBA Programme

Entry requirements:

Bachelors degree or equivalent first degree or admission evaluation

Programme duration: Official study time for the short Executive MBA programme is one year (72 ECTS), and two years (120 ECTS) for the regular MBA programme.

Short programme:

Taught Masters MBA: 72 ECTS in coursework

Research Masters MBA: 60 ECTS in coursework plus 12 ECTS for Masters Thesis

Regular duration programme:

Taught Masters MBA: 120 ECTS in coursework

Research Masters MBA: 108 ECTS in coursework plus 12 ECTS for Masters Thesis

Degree options:

UCN Universidad Central de Nicaragua MBA

Dual degree programmes:

Universidad Azteca MBA (Executive MBA) plus
UCN Universidad Central de Nicaragua MBA

Programme modality:

Online MBA programme.

The MBA curriculum consists of at least **72 ECTS credits** of postgraduate study, offered as modular fashion. MBA-candidates in the short programme complete 10 required modules/courses (60 ECTS credits), plus a final Thesis/Dissertation (12 ECTS credits) **or** 2 additional modules (6 ECTS credits each) all of these focused on a specific field or industry of management.

The MBA curriculum consists of **120 ECTS credits** of postgraduate study, offered as modular fashion. MBA-candidates in the regular duration programme complete 18 required modules/courses (108 ECTS credits), plus a final Thesis/Dissertation (12 ECTS credits) **or** 2 additional modules (6 ECTS credits each) all of these focused on a specific field or industry of management.

Level:

Postgraduate

Objectives of the Programme

The modular Master of Business Administration programme in Executive Management has as a general aim of provision of an academically rigorous education designed to develop skills, expertise, knowledge and vision to enable students, whatever their chosen route, to be critical, analytical and creative. The programme aims to provide opportunity for self-development in relation to career enhancement and as life-long learners.

The programme offers students the opportunity to develop their own capabilities, skills and competencies within a supported environment. The philosophy of the programme can be summarized by the following objectives.

Develop a critical approach to the use of contemporary sources as a means of exploring complex concepts, ideas and issues of relevance and value to the chosen area of study.

Develop the power of critical enquiry, logical thought, creative imagination and independent judgment.

Provide a forum of study that allows each student to build on his or her past academic and vocational experience in a relevant and meaningful fashion.

Expose the student to a range of prospective, which may be applicable to both the interests and work situations as appropriate.

Recognize the variety of sources of learning and an appropriate diversity of means for assessing achievement.

This programme intends to allow the individual student to develop their potential through a carefully selected curriculum of study, which includes elements of a variety of methods of study orientated around both the academic and vocational axis.

The primary objectives of the MBA programme are to:

Enable the student to achieve an appropriate level of academic competence

Achieve personal development and to develop critical awareness of benefit to themselves and to their organization

Develop skills of initiation, implementation and analysis in a range of contexts

Develop capability in the analysis and evaluation of complex issues and situations

The specific objectives of the program will vary according to the chosen named award but will include the:

Development of knowledge at an advanced level

Development of skills of analysis, research and policy formulation and implementation

Unification of theoretical analysis and practice through a variety of contexts appropriate to business administration

Issues of organization management and the management of people.

Tuitions

Tuitions vary by the duration of programme (short or regular) and the single or dual degree options. For applicable tuitions, please, see the tuitions sheet of the MBA programmes of Universidad Azteca European Programmes.

Tuitions are due in full with enrolment for the complete programme.

Refund policy

Tuitions are due in full with enrolment. Once the programme has started (tuitions collected) no tuitions will be repaid. Students, who do not pay tuitions after admission are not enrolled.

Degree Regulations

The applicable degree regulations for MBA and dual degree programmes of Universidad Azteca apply.

Duration and workload of a course

Successful completion of a course with a workload of 6 ECTS credits is estimated to be approximately 150 hours. Students should allocate approximately eight hours a week for reading, personal study, completion of reflection activities and submission of assignments. There is one marked assignment per module. Courses are offered on a part-time basis and are designed to be completed within four months. The asynchronic e-learning mode of the programme allows students to proceed at their own pace.

Study language

The programme is conducted in English. English proficiency is required for the DBA programme.

Student Support

The programme is administered and provided by UCN and Universidad Azteca European Programmes on behalf of the universities. Students are eligible for UCN and Universidad Azteca European Programmes student support regarding tutoring and assistance in the programme.

Modules

Mandatory core courses

MBAen705 - Macroeconomics
MBAen710 - Business Administration
MBAen715 - Microeconomics
MBAen725 - Organisation Management
MBAen750 - Corporate Finance
MBAen810 - Marketing
MBAen820 - Human Resource Management
MBAen830 - Innovation & Management
MBAen840 - Management Techniques
MBAen850 - Corporate Governance and International Business

Elective courses

MBAen915 - Human Resource Management 2
MBAen920 - Strategic Management
MBAen925 - Project Management
MBAen935 - Change Management
MBAen940 - Commercial Awareness & CRM
MBAen950 - Leadership
MBAen1015 - Globalization
MBAen1020 - Coaching
MBAen1025 - Conflict Management
MBAen1028 - Business Law
MBAen1030 - Strategic Marketing
MBAen1033 - Communication Skills
MBAen1045 - Risk Management
MBAen1050 - Corporate Social Responsibility

Thesis project

MBAen1080 - Business Research Methods
MBAen1090 - Thesis Presentation & Defence

Nr.	Name	ECTS-Credits
MBAen705	**MACROECONOMICS**	**6**

Literature:

	Title	Author	Year	ISBN/ Code	Pages
A.	Essentials of Macroeconomics	Peter Jochumzen & Ventus Publishing ApS	2010	ISBN 978-87-7681-558-5	165
B.					
C.					
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/ Code	Pages
A.	http://en.wikipedia.org/wiki/Macroeconomics				
B.	http://economics.about.com/cs/studentresources/f/macroeconomics.htm				
C.	http://www.investopedia.com/terms/m/macroeconomics.asp#axzz2HhXY7N1a				
D.	http://www.aeaweb.org/aej-macro/				
E.	Macroeconomics	McConnell, Brue, and Flynn's McGraw-Hill Series Economics	2011 19th ed.	ISBN-10: 0077337727 ISBN-13: 978-0077337728	

Requirements for this Module:

Content:

Prices & Inflation. Exchange rate. Gross domestic product. Components of GDP. The Labour Market. Money and banks. Interest rates. Macroeconomic models. Growth Theory. The classical model. Keynesian cross model. IS-LM-model. AS-AD-model. The complete Keynesian model. The neo-classical synthesis. Exchange rate determination and the Mundell-Fleming model.

Learning Outcome:

This course examines the main bodies of economic theory that have been used to guide economists' and policy makers' understanding of the macroeconomy. Macroeconomics is the study of economic aggregates, of national and international economies and of the economic management role played by governments and international organisations. The course provides a comprehensive survey of modern macroeconomics. It covers the determination of output and the price level, labor markets and unemployment, savings and investment, financial markets, monetary economics, the public sector, macroeconomic policy, and international economics. More generally, students will learn to extend simple supply-and-demand models to understand the history of the world, current global trends, and popular economic fallacies. The founder of modern macroeconomics, the British economist John Maynard Keynes, famously wrote "The ideas of economists and political philosophers, both when they are right and when they are wrong are more powerful than is commonly understood. Indeed, the world is ruled by little else. Practical men, who believe themselves to be quite exempt from any intellectual influences, are usually slaves of some defunct economist." This will be the key theme we explore in the course, the influence of theory and the way that policy responses to

events like recession, unemployment, inflation and the Global Financial Crisis, reflect that theory. We will cover important macroeconomic concepts such as the national accounts, unemployment and inflation, explain how the ideas associated with John Maynard Keynes laid the foundation for governments' active management of the macroeconomy in the post war era, and examine the intellectual basis for the monetary and fiscal policy responses to the Global Financial Crisis. Economists' approaches to the analysis of long run economic growth will also be considered. The approach will be critical. This course in Macroeconomics is designed to provide students with a unified framework that can be used to analyze macroeconomic issues such as growth, productivity, labor markets, wages, business cycles, inflation, money, interest rates, monetary and fiscal policy, financial crises, global imbalances in the allocation of capital, and sovereign debt crises. The course is a mixture of macro theory and real-world applications. We will develop analytical models that stress the microeconomic underpinnings of aggregate outcomes and we will apply these models to the recent experience of the US and other countries. There are few areas of human endeavour that attract so much debate and disagreement as the management of a modern industrial economy. The course will emphasise the systematic theorising that underlies the way macroeconomists and policy makers approach their task. The aim is to enable those who take the course to become informed analysts of the macroeconomy and of current (and past) macroeconomic policy debates.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen710	**BUSINESS ADMINISTRATION**		**6**

Literature:						
		Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.		Management Basics	2010 Susan Quinn & Ventus Publishing ApS	2010	ISBN 978-87-7681-717-6	78
B.		Management Briefs - Management and Leadership Theory Made Simple	2010 Coleman Patterson & Ventus Publishing ApS	2010	ISBN 978-87-7681-547-9	63
C.		Operations Management	2011 Albert Porter & Ventus Publishing ApS	2011	ISBN 978-87-7681-464-9	62
D.		Business Briefs: Business Theory Made Simple	2010 Coleman Patterson & Ventus Publishing ApS	2010	ISBN 978-87-7681-599-8	69

Assignments:				
		Name	**Description**	**Pages**
A.		Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.				
C.				
D.				

Recommended Literature:						
		Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.		http://en.wikipedia.org/wiki/Business_administration				
B.		http://en.wikipedia.org/wiki/Management				
C.		http://www.businessdictionary.com/definition/management.html				
D.		http://management.about.com/od/policiesandprocedures/g/manager1.htm http://whatis.techtarget.com/definition/policy-based-management http://oxforddictionaries.com/definition/english/management http://www.businessdictionary.com/definition/manager.html http://www.thefreedictionary.com/management http://en.wikipedia.org/wiki/Operations_management				
E.		The Portable MBA, 3rd Edition	Robert F. Bruner (Author), Mark R. Eaker (Author), R. Edward Freeman (Author). Publisher: John Wiley & Sons Canada, Ltd.	1997	ISBN-10: 0471180939 ISBN-13: 978-0471180937	368

F.	The New Portable MBA	Eliza G. C. Collins (Author), Mary Anne Devanna (Author), Eliza G.C. Collins (Author). Publisher: Wiley	1994	ISBN-10: 0471080047 ISBN-13: 978-0471080046	441
G.	The Personal MBA: Master the Art of Business	Josh Kaufman Kindle Edition	2011		

Requirements for this Module:

Content:

Management Basics. Planning. Planning in the organization. Organizing. Organizing the organization. Leading. Leading in the Organization. Control. Control in the organization.

Perspectives on Organizations. Leadership. Individuals. Groups. Motivation.

Operations Management and Operations Strategy. Product Design and Process Selection. Total Quality Management. Statistical Process Control. Supply Chain Management. JIT and Lean Systems. Capacity Planning. Facility Location and Layout. Work Systems Design. Project Management. Inventory Management.

Change. Decision-Making. Electronic Commerce. Marketing. Organization Theory. Personal Finance. Quantitative Methods. Strategy.

Learning Outcome:

This course introduces the concept of strategic management through readings, discussion and case analyses, and considers the basic direction and goals of an organization, the environment (social, political, technological, economic and global factors), industry and market structure, and organizational strengths and weaknesses. The emphasis is on the development and successful implementation of strategy in different types of firms across industries.

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. Special attention is given to social responsibility, managerial ethics, and the importance of multi-national organizations. Upon completion of the course, students are expected to be able to: understand fundamental concepts and principles of management, including the basic roles, skills, and functions of management; be knowledgeable of historical development, theoretical aspects and practice application of managerial process; be familiar with interactions between the environment, technology, human resources, and organizations in order to achieve high performance; be aware of the ethical dilemmas faced by managers and the social responsibilities of businesses.

Examination:

Multiple Choice Test

Nr.	Name					ECTS-Credits
MBAen715	**MICROECONOMICS**					**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Essentials of Microeconomics	Krister Ahlersten 2008 Krister Ahlersten & Ventus Publishing ApS	2008	ISBN 978-87-7681-410-6	134
B.						
C.						
D.						

Assignments:

	Name	Description	Pages
A.	Essentials of Microeconomics: Exercises	2008 Krister Ahlersten & Ventus Publishing ApS ISBN 978-87-7681-412-0	97
B.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	http://en.wikipedia.org/wiki/Microeconomics				
B.	http://economics.about.com/od/microeconomics/a/micro_text.htm				
C.	Microeconomics Edition: Third Edition	Paul Krugman and Robin Wells	2012	ISBN-10: 1429283424 ISBN-13: 978-1429283427	
D.					

Requirements for this Module:

Content:

Plan. Supply, Demand, Market Equilibrium. Consumer Theory. Demand. Choice under Uncertainty. Production. Costs. Perfect Competition. Market Intervention and Welfare Effects. Monopoly. Price Discrimination. Oligopoly. Monopolistic Competition. Labour. Capital. General Equilibrium. Externalities. Public Goods. Asymmetric Information.

Learning Outcome:

Microeconomic decisions by both firms and individuals are motivated by cost and benefit considerations. This course teaches the fundamentals of microeconomics. This course introduces microeconomic concepts and analysis, supply and demand analysis, theories of the firm and individual behavior, competition and monopoly, and welfare economics. Students will also be introduced to the use of microeconomic applications to address problems in current economic policy. Microeconomics is a branch of economics that studies the behavior of individual households and firms in making decisions on the allocation of limited resources. Typically, it applies to markets where goods or services are bought and sold. Microeconomics examines

how these decisions and behaviors affect the supply and demand for goods and services, which determines prices, and how prices, in turn, determine the quantity supplied and quantity demanded of goods and services. This is in contrast to macroeconomics, which involves the sum total of economic activity, dealing with the issues of growth, inflation, and unemployment. Microeconomics also deals with the effects of national economic policies on the the economy. One of the goals of microeconomics is to analyze market mechanisms that establish relative prices amongst goods and services and allocation of limited resources amongst many alternative uses. Microeconomics analyzes market failure, where markets fail to produce efficient results, and describes the theoretical conditions needed for perfect competition. Significant fields of study in microeconomics include general equilibrium, markets under asymmetric information, choice under uncertainty and economic applications of game theory. Also considered is the elasticity of products within the market system.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen725	**ORGANISATION MANAGEMENT**	**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Organizational Theory	2006 Jorgen Laegaard, Mille Bindslev & Ventus Publishing ApS	2006	ISBN 87-7681-169-7	112
B.		Understanding Organisations - Part I	Tony Greener & Ventus Publishing ApS	2010	ISBN 978-87-7681-537-0	86
C.						
D.						

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		http://1to101.com/Organizational_Management http://businesscasestudies.co.uk/business-theory/people/organisation-and-management-structures.html#axzz2Hioqxpcs http://en.wikipedia.org/wiki/Organization http://www.akdn.org/publications/civil_society_booklet1.pdf http://www.cliffsnotes.com/study_guide/The-Organizational-Process.topicArticleId-8944,articleId-8875.html				
B.		Organization Structure and Design: Applications & Challenges	P G AQUINAS (Author) Publisher: Excel Books; First edition	2012	ASIN: B00AOM78X6	
C.						
D.						

Requirements for this Module:

Content:

Organizational theory in perspective. Focus on task performance and structure. Focus on motivation. Focus on adjustments to the external environment. Management.
Characteristics of work organisations. The nature of managerial work. Organisational structure. Organisational culture. Managing behaviour. Effective leadership. Managing groups and teams.

Learning Outcome:

This course focuses on the concepts and methods of managing an organisation. The course objective is to identify, apply,

and evaluate techniques for structuring and resolving managerial problems in public and private organizations. the principles and practices used in management and decision-making in a business enterprise. Students explore management theory and practice through the contributions of past and current experts. Students also study concepts and philosophies of planning, organizing, controlling and leadership and apply them to contemporary issues in management.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen750	**CORPORATE FINANCE**		**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Corporate Finance	Ventus Publishing ApS	2008	978-87-7681-273-7	96
B.					
C.					
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Corporate Finance Publisher: McGraw-Hill/Irwin; 8 edition (2008)	Stephen A. Ross, Randolph W Westerfield, Jeffrey Jaffe	2008	ISBN-10: 0073105902 ISBN-13: 978-0073105901	926
B.					
C.					
D.					

Requirements for this Module:

Content:

Introduction to Corporate Finance. The objective of the firm. Present value and opportunity cost of capital. The net present value investment rule. Risk, return and opportunity cost of capital. Capital budgeting. Market efficience. Corporate financing and valuation. Options.

Learning Outcome:

The course in corporate finance describes the corporation and its operating environment, the manner in which corporate boards and management evaluate investment opportunities and arrangements for financing such investments, create (or, alternatively, destroy) value for shareholders by planning and managing the transformation of a set of inputs (human labor, raw materials, and technology) into a more highly valued set of outputs (embodying both the original investment value and any surplus value generated), and develop strategies for meeting the claims of financial market participants who are sought as financiers (and, therefore, residual claimants to the cash flows/surplus value of) such investments. It is understood that the shares of surplus value received by various claimants and retained by corporate boards of directors for investment and other uses is the subject of complex social interactions. Thus, the course provides students with a basic analytical framework for understanding how the various struggles over corporate surplus value (in the form of cash flows) may be understood and resolved. In this context, the course is designed to provide students with analytical tools that allow them to determine the "intrinsic value" of a corporation (or any economic institution, including a state-owned enterprise that is to be privatized) and to assess the effectiveness of corporate management in maximizing that value.
Course Objectives:
Gain an understanding of financial markets and processes
Learn techniques for determining the intrinsic value of securities
Discover the complex interaction between the economy and the financial markets

Become comfortable engaging in discussion and debate over finance and related issues

Course content: Introduction to Corporate Finance. The objective of the firm. Present value and opportunity cost of capital. The net present value investment rule. Risk, return and opportunity cost of capital. Capital budgeting. Market efficience. Corporate financing and valuation. Options.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen810	**MARKETING (Marketing Research)**	**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Essentials of Marketing Research: an Introduction. Marketing Research	Paurav Shukla & Ventus Publishing ApS	2008	ISBN 978-87-7681-411-3	117
B.	Internet Marketing	The Internet Marketing Academy & Ventus Publishing ApS	2011	ISBN 978-87-7681-815-9	55
C.					
D.					

Assignments:

	Name	Description	Pages
A.	Marketing Research – Exercises	2008 Paurav Shukla & Ventus Publishing ApS ISBN 978-87-7681-439-7	50
B.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Kotler On Marketing. How to Create, Win, and Dominate Markets.	Phillip Kotler The Free Press; 1999 © by Philip Kotler	1999	ISBN 0-684-85033-8	257
B.	http://en.wikipedia.org/wiki/Marketing_strategy http://en.wikipedia.org/wiki/Marketing http://www.cim.co.uk/Home.aspx http://www.marketingpower.com/Community/ARC/Pages/Teaching/Syllabi/default.aspx				
C.	Integrated Process Management: A Quality Model	Roger Slater (Author) Publisher: McGraw-Hill Professional; 1 edition (April 1, 1991)	1991	ISBN-10: 0070581029 ISBN-13: 978-0070581029	278
D.					

Requirements for this Module:

Content:

Introduction to marketing research. Scientific research approach and problem definition. Exporatory research design. Conclusive research design. Sampling. Measurement and scaling. Questionnaire design. Data preparation and preliminary data analysis. Report preparation and presentation.
What is Marketing. The Five Ps of Internet Marketing.Website 101 – Your Front Line in Internet Marketing. Basic Search

Engine Optimization (SEO). Additional SEO Techniques. Additional Internet Marketing Strategies.

Learning Outcome:

This course provides an experienced-based approach to marketing theory and its practical application. Topics to be addressed and discussed from an applied point of view include: the evolution of marketing, the significance and use of marketing research, marketing segmentation, product and/or service positioning, distribution, pricing and a variety of strategies for marketing communication and promotion.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen820	**HUMAN RESOURCE MANAGEMENT**	**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		How to turn uncohesive groups into effective teams	Eric Garner & Ventus Publishing ApS	2012	ISBN 978-87-7681-995-8	52
B.		The Art of Managing People: 500 quotes on how to get the best out of others	Eric Garner & Ventus Publishing ApS	2012	ISBN 978-87-7681-991-0	57
C.		Understanding Personality Types: Managing People through their personality traits	Eric Garner & Ventus Publishing ApS	2012	ISBN 978-87-403-0000-0	48
D.		Personal Confidence & Motivation	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-665-0	58

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	http://en.wikipedia.org/wiki/Human_resource_management				
B.	Empowered Teams: Creating Self-Directed Work Groups That Improve Quality, Productivity, and Participation: Creating Self-directed Work Groups That Improve.	Richard S. Wellins, Jeanne M. Wilson, William C. Byham. Jossey Bass; Reprint	1993	ISBN-10: 1555425542 ISBN-13: 978-1555425548	304
C.					
D.					

Requirements for this Module:

Content:

The Nature of Teams. Team Development. Team Work. Team Cohesion. Threats to Teamwork. Team Leaders. Ream Roles. Team Meetings. From Unshared Certainty to Shared Uncertainty. Teambuilding Exercises.
Appraisal and Skills. Discipline. Enneagram Personality Types. Recruitment and Selection. Training Skills. Web Resources on the Art of Managing People.
Personality Typologies. The Enneagram. The Need to be Perfect, be Needed, Succeed, be Special, Perceive, be Safe, be

Happy, be Strong, be at Peace. Managing Personalities.
Confidence and Motivation. Theories Regarding Personal Confidence. Theories Regarding Motivation. Methods for Improving Self-Confidence. How to Improve Your Motivation. Personal Change and Goal Setting.

Learning Outcome:

This course provides a manager's perspective on the effective management of the human resources of an organization. Human resource management often has a bad reputation as "a necessary evil" and an occupation consisting solely of paper-pushing. As the economy becomes more oriented toward knowledge-based work, and organizations increasingly recognize that people truly are a major source of competitive advantage, HRM has taken on a more strategic role, decisions made in organizations about who to hire, what training to give them, how to reward them, and so on have become more important.

By the end of this course, you should be able to:

- Understand human resource management from a systemic, strategic perspective.
- Describe the field of "human resource management" and understand its relevance to managers and employees in work organizations.
- Describe fundamental employment laws in the U.S.
- Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation.
- Recognize basic human resource management tools such as performance appraisal forms, and understand some of the technical details of human resource management practices.
- Apply relevant theories to the management of people in organizations.
- Analyze business challenges involving human resource systems.
- Critically assess and evaluate human resource policies and practices.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen830	**INNOVATION & MANAGEMENT**	**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Getting Motivation Right: how to get everyone in your business motivated	Antony Bagshawe & Ventus Publishing AsP	2011	ISBN 978-87-7681-778-7	63
B.	Innovation and Small Business - Volume 1	Brynchon Thomas, Christopher Miller, Lyndon Murphy & Ventus Publishing ApS	2011	ISBN 978-87-7681-729-9	168
C.	Innovation and Small Business - Volume 2	Brychan Thomas, Christopher Miller, Lyndon Murphy & Ventus Publishing ApS	2011	ISBN 978-87-7681-733-6	116
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	http://en.wikipedia.org/wiki/Innovation_management http://www.innovationmanagement.se/2011/09/16/how-to-innovate-the-innovation-process/ http://noweurope.com/2009/06/30/innovation-process/ http://www.managementexchange.com/blog/innovation-process				
B.	Managing Innovation: Integrating Technological, Market and Organizational Change	John Bessant (Author), Joe Tidd (Author)	2009		
C.					
D.					

Requirements for this Module:

Content:

Understanding Motivation. Motivators (positive, negative). De-Motivation. Motivation in Practice. What you can do as a Leader. Performance Management Systems. Recognition and Reward Systems. Critical Feedback.

Invention, Innovation and Small Business. Research and Development of the Small Firm. Technology Diffusion. Clusters and Knowledge Flows. Higher Education Spin-offs. Global Start-ups and Business Development. Innovation Performance Indicators.

Agri Food – Innovative and Sustainable Solutions. Health – Assessing Research and Development in Health sector small companies. Energy – Sustainable Energy through Research and Development. Construction – Innovation, Technology and Small Construction Enterprises. Museums and Small Memory Institutions – Multimedia Knowledge Management Systems.

Learning Outcome:

This course is designed to lead the student through the tasks that are required to successfully build a business around an innovation, it studies the concept of innovation and its importance in organization including the management process. The study covers technology innovation process, innovation in corporation/enterprise, innovation in research, innovation deployment in manufacturing industry, strategy of using innovation and developing new business, business existence and the creation of market seller. The course provides basic knowledge for managing innovation process in an organization. The course will raise interesting questions for the student of innovation and strategy. Why is it so difficult to recognize the potential of an innovation? Can anything be done about these difficulties? How does a firm know which innovation is the right one for it to exploit? Where do the innovations come from to begin with? This class will explore these and other questions critical to successful competition in modern markets. In the process, it will show the student how to take many of the tools acquired in their schooling, and apply them to craft and implement strategy in an innovative, technology business.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen840	**MANAGEMENT TECHNIQUES**		**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Performance Management	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-703-9	57
B.		Profit From Six Sigma: A Guide To Principles and Practice For Business Benefits	Graeme Knowles & Ventus Publishing ApS	2012	ISBN 978-87-403-0057-4	75
C.		Icebreakers: 65 of the best exercises to build team spirit in training	Eric Garner & Ventus Publishing ApS	2012	ISBN 978-87-7681-965-1	78
D.						

Assignments:

		Name	Description	Pages
A.		Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.				
C.				
D.				

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		http://www.mrkent.com/management/index.htm http://smallbusiness.chron.com/management-techniques-2589.html http://de.wikipedia.org/wiki/Seven_Management_and_Planning_Tools http://www.skymark.com/resources/tools/management_tools.asp http://en.wikipedia.org/wiki/Performance_management http://humanresources.about.com/od/glossaryp/g/perform_mgmt.htm http://www.isixsigma.com/new-to-six-sigma/getting-started/what-six-sigma/				
B.		Quality Management: Tools and Methods for Improvement 2nd edition	Authors: Howard S. Gitlow, Alan V. Oppenheim, Rosa Oppenheim. Publisher: Richard D Irwin	1995	ISBN-10: 0256106657 ISBN-13: 9780256106657	508
C.		Management	Luis Gomez-Mejia, David Balkin Publisher: Prentice Hall	2011		552
D.						

Requirements for this Module:

Content:

Laying Foundations of Effective Performance Management. Understanding Poor Performance. Coaching Performance. Performance Improvement for Individuals. Performance Improvement for Teams.

Definition of Six Sigma. Why Six Sigma? Six Sigma: Key Concepts. Variation Reduction: The Heart of Six Sigma. Stage Zero: Pre-Six Sigma Basics. Sustainable Six Sigma Development. DMAIC Projects: Practical Details. Successful DMAIC Projects.

Exercises to build team spirit in training.

Learning Outcome:

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed.

Six Sigma at many organizations simply means a measure of quality that strives for near perfection. Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects (driving toward six standard deviations between the mean and the nearest specification limit) in any process – from manufacturing to transactional and from product to service.

The purpose of this course is to provide knowledge of: Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal. Strategic analysis and design of compensation, benefits, and performance management systems. Key topics include performance assessment; employee motivation, discipline, and performance improvement; and design and implementation of compensation and benefit systems to attract and retain talent, while facilitating achievement of the strategic objectives of the organization. Building and leading High performing teams - team oriented organizations - developing and leading high performing teams.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen850	**Corporate Governance and International Business**	**6**

Literature:					
	Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.	Corporate Governance & International Business	David Crowther & Shahla Seifi & Ventus Publishing ApS	2011	ISBN 978-87-7681-737-4	109
B.					
C.					
D.					

Assignments:			
	Name	**Description**	**Pages**
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:					
	Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.	http://en.wikipedia.org/wiki/Corporate_governance http://www.businessdictionary.com/definition/corporate-governance.html http://www.managementstudyguide.com/corporate-governance.htm http://en.wikipedia.org/wiki/International_business				
B.	Corporate Governance	Robert A. G. Monks, Nell Minow	2011	Wiley	543
C.	Corporate Governance	John L. Colley, Jacqueline L. Doyle, Wallace Stettinius and George Logan	2003	McGraw-Hill Executive MBA Series	277
D.					

Requirements for this Module:

Content:
Introduction to Corporate Governance. Development of codes of governance and international comparisons. The principles of corporate governance. Stakeholders & the social contract: a broader view of corporate governance. Issues concerning Sustainability. Ethics, corporate governance and corporate behaviour. Risk management and corporate governance. The

Audit function and the role of regulation. Corporate governance in non-commercial organisations. Globalisation and corporate governance.

Learning Outcome:

The aim of the Corporate Governance course is to equip you with the knowledge and key skills necessary to act as adviser to governing authorities across the private, public and voluntary sectors, and will include all aspects of the governance obligations of organisations, covering not only legal duties, but also applicable and recommended standards of best practice.

The course will enable you to develop a sound understanding of corporate governance law and practice in a national and international context. It will also enable you to support the development of good governance and stakeholder dialogue throughout the organisation, irrespective of sector, being aware of legal obligations and best practice.

The framework of rules and practices by which a board of directors ensures accountability, fairness, and transparency in a company's relationship with its all stakeholders (financiers, customers, management, employees, government, and the community). Corporate Governance refers to the way a corporation is governed. It is the technique by which companies are directed and managed. It means carrying the business as per the stakeholders' desires. It is actually conducted by the board of Directors and the concerned committees for the company's stakeholder's benefit. It is all about balancing individual and societal goals, as well as, economic and social goals. Corporate Governance is the interaction between various participants (shareholders, board of directors, and company's management) in shaping corporation's performance and the way it is proceeding towards. The relationship between the owners and the managers in an organization must be healthy and there should be no conflict between the two. The owners must see that individual's actual performance is according to the standard performance. These dimensions of corporate governance should not be overlooked. Corporate Governance deals with the manner the providers of finance guarantee themselves of getting a fair return on their investment. Corporate Governance clearly distinguishes between the owners and the managers. The managers are the deciding authority. In modern corporations, the functions/ tasks of owners and managers should be clearly defined, rather, harmonizing. Corporate Governance deals with determining ways to take effective strategic decisions. It gives ultimate authority and complete responsibility to the Board of Directors. In today's market- oriented economy, the need for corporate governance arises. Also, efficiency as well as globalization are significant factors urging corporate governance. Corporate Governance is essential to develop added value to the stakeholders. Corporate Governance ensures transparency which ensures strong and balanced economic development. This also ensures that the interests of all shareholders (majority as well as minority shareholders) are safeguarded. It ensures that all shareholders fully exercise their rights and that the organization fully recognizes their rights.Corporate Governance has a broad scope. It includes both social and institutional aspects. Corporate Governance encourages a trustworthy, moral, as well as ethical environment. The corporate governance framework consists of (1) explicit and implicit contracts between the company and the stakeholders for distribution of responsibilities, rights, and rewards, (2) procedures for reconciling the sometimes conflicting interests of stakeholders in accordance with their duties, privileges, and roles, and (3) procedures for proper supervision, control, and information-flows to serve as a system of checks-and-balances.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen915	**Human Resource Management II**	**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	HRM Managing the Human Resource in the 21st Century	Zorlu Senyucel & Ventus Publishing ApS	2009	ISBN 978-87-7681-468-7	77
B.	Delegation and Empowerment: giving people the chance to excel	Eric Garner & Ventus Publishing ApS	2012	ISBN 978-87-7681-987-3	49
C.	Facilitation Skills: Empowering groups to grow	Eric Garner & Ventus Publishing ApS	2011	ISBN 978-87-7681-989-7	46
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	http://en.wikipedia.org/wiki/Human_resource_management				
B.	Empowered Teams: Creating Self-Directed Work Groups That Improve Quality, Productivity, and Participation: Creating Self-directed Work Groups That Improve.	Richard S. Wellins, Jeanne M. Wilson, William C. Byham. Jossey Bass; Reprint	1993	ISBN-10: 1555425542 ISBN-13: 978-1555425548	304
C.					
D.					

Requirements for this Module:

Content:

People and Organisations. Human Resource Management. Motivation and Commitment at Work. Groups and Teams. Organisational Culture. Restructuring Work Organisations. Individual and Organisational Learning. Managing the Human Resources in the 21st Century.

Scientific Management. From Directing to Delegating. Why Delegation and Empowerment? The Delegation Ladder. Developmental Delegation. The Nature of Power. Empowered People. Empowering Managers. DIY Empowerment. The 21st Century Manager.

What is Facilitation? Group Learning. Starting Points for Groupwork. Issues of Control. Empowering People. The Facilitator´s Role. Group Energy. Dealing with the Blocks. The Art of Non-Doing. Endings and Separation.

Learning Outcome:

This course provides a manager's perspective on the effective management of the human resources of an organization. Human resource management often has a bad reputation as "a necessary evil" and an occupation consisting solely of paper-pushing. As the economy becomes more oriented toward knowledge-based work, and organizations increasingly recognize that people truly are a major source of competitive advantage, HRM has taken on a more strategic role, decisions made in organizations about who to hire, what training to give them, how to reward them, and so on have become more important.

By the end of this course, you should be able to:

- Understand human resource management from a systemic, strategic perspective.
- Describe the field of "human resource management" and understand its relevance to managers and employees in work organizations.
- Describe fundamental employment laws in the U.S.
- Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation.
- Recognize basic human resource management tools such as performance appraisal forms, and understand some of the technical details of human resource management practices.
- Apply relevant theories to the management of people in organizations.
- Analyze business challenges involving human resource systems.
- Critically assess and evaluate human resource policies and practices.

Examination:

Multiple Choice Test

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Nr.	Name	ECTS-Credits
MBAen920	**Strategic Management**	**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Strategic Management	Neil Ritson & Ventus Publishing ApS	2011	ISBN 978-87-7681-414-5	161
B.		Optional: Studying Strategy	Jim Rowe & Ventus Publishing ApS	2008	ISBN 978-87-7681-420-5	161
C.		Thinking Strategically	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-710-7	56
D.						

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Strategic Management.	Saloner, Garth, Andrea Shepard, and Joel Podolny	2001	New York: John Wiley & Sons.	
B.		http://en.wikipedia.org/wiki/Strategic_management http://www.managementstudyguide.com/strategic-management.htm http://strategicmanagement.net/pub/index.php				
C.		Strategic Management	Wilson I .B.Essien Ph.D. (Author)	2012	Publisher: AuthorHouse ASIN: B008BH126K	498
D.						

Requirements for this Module:

Content:

Different Approaches to Strategic Management. Strategic Management: Models and Ideas. Strategic Management: Approaches and Methods. Influences on Action. Resource Based Strategy. Global and International Strategic Management. Strategic Action: Culture, Change and Leadership. Public Sector Strategic Management.
What is Strategic Management and Strategic Thinking? Purpose. Plan. Ploy. Determining Your Market Position. Pattern. Push.

Learning Outcome:

Strategic management is a continuous process that evaluates and controls the business and the industries in which an organization is involved; evaluates its competitors and sets goals and strategies to meet all existing and potential competitors; and then reevaluates strategies on a regular basis to determine how it has been implemented and whether it was successful or does it needs replacement. To succeed in the future, managers must develop the resources and capabilities needed to gain and sustain advantage in competitive markets—traditional and emerging. The way in which organizations attempt to develop

such competitive advantage constitutes the essence of their strategy. This course introduces the concept of strategic management. To be effective, business leaders must understand the factors responsible for their firm's past performance and be able to identify those changes (inside or outside the firm) that are most likely to help or hurt future performance. In this course, we introduce a wide variety of modern strategy frameworks and methodologies in order to help you develop the skills needed to be a successful manager with responsibility for the performance of a firm or business unit within a firm. Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists. Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives. Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal. Environmental Appraisal strategies. Corporate restructuring. Concept of Synergy. Business level strategies. Concept, Importance, Building and use of Core Competence. Strategic Analysis and choice—Corporate level analysis. Qualitative factors in strategic choice. Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans. Strategic control and operational Control. Organisational systems and Techniques of strategic evaluation.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen925	**PROJECT MANAGEMENT**	**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Project Leadership - Step by Step: Part I	Svein Arne Jessen & Ventus Publishing ApS	2010	ISBN 978-87-7681-553-0	108
B.	Project Leadership - Step by Step: Part II	Svein Arne Jessen & Ventus Publishing ApS	2010	ISBN 978-87-7681-597-4	120
C.	Managing Projects	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-657-5	56
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	http://en.wikipedia.org/wiki/Project_management http://www.pmi.org/ http://managementhelp.org/projectmanagement/index.htm http://www.universalclass.com/i/course/projectmanagement/syllabus.htm				
B.	The Portable MBA in Management: Insights from the experts at the best business schools. Skills and strategies for leading any organization to success	Cohen, Allan R. Publisher: John Wiley & Sons	1993	ISBN-10: 0471573795 ISBN-13: 9780471573791	392
C.	The Portable MBA in Project Management (Portable MBA) Synopses & Reviews	Editor: Verzuh, Eric. Publisher: John Wiley & Sons. Hoboken, N.J.		ISBN: 9780471268994	
D.	Basics of Project Management	Eric Kasten (Author)	2012	ASIN: B00AHKR6A0	70

Requirements for this Module:

Content:

Small- and Medium-Sized Projects (SMPs). What is an SMP? How to prepare SMPs. Accounting the SMPs Core Team Members. Deciding on the Mission and Goal for the SMP. The Role Distribution in SMPs. The SMP Master Plan. Agreements and Obligations in SMPs.

How to lead SMPs. The Daily SMP Operations. Daily SMP Technical Activity. Daily Social Performance in SMPs. The SMP Completion. How to Improve the Chances of SMP Success. Measuring SMP Support Success.

Basic Project Management Systems and Tools. Project Definition. Planning the Project. Common PM Tools. Working with your Team.

Learning Outcome:

What project management is all about and how to approach it successfully.
The selection of a project manager and defining the goals of the project.
The importance of planning, management, team building, and organization.
The issue of budgeting in project management, including cost budgeting and personnel budgeting.
The importance of estimating, guessing, and milestones in project scheduling.
How leadership and communication affect project management.
How variables and risks should be approached when planning a project.

The purpose of this module is to obtain an understanding of project management and its principles in a contemporary project environment. It aims to introduce students to the language used by practitioners. Project management is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals. Project management is a carefully planned and organized effort to accomplish a successful project. The temporary nature of projects stands in contrast with business operations, which are repetitive, permanent, or semi-permanent functional activities to produce products or services. In practice, the management of these two systems is often quite different, and as such requires the development of distinct technical skills and management strategies. Project management includes developing a project plan, which includes defining and confirming the project goals and objectives, identifying tasks and how goals will be achieved, quantifying the resources needed, and determining budgets and timelines for completion. It also includes managing the implementation of the project plan, along with operating regular 'controls' to ensure that there is accurate and objective information on 'performance' relative to the plan, and the mechanisms to implement recovery actions where necessary. Projects usually follow major phases or stages (with various titles for these), including feasibility, definition, project planning, implementation, evaluation and support/maintenance.

By the end of the module the student will be able to: Demonstrate a thorough understanding of the project lifecycle phases, and demonstrate an appreciation of processes, tools, methods and the factors that can impact and influence project success. Relate theoretical and practical perspectives to project management. Define and establish fundamental project objectives such as project schedule, milestones, budget, quality and resources and interaction between these objectives. Evaluate alternative strategies in order to meet stakeholder requirements. Understand the role and responsibilities of the principal project participants with a focus on the role of the project manager. Analyse and evaluate current approaches to project management and apply project selection methods to evaluate feasibility of projects. Apply planning and monitoring techniques to a chosen project application. Define performance criteria to support quality assurance. Apply risk management processes to a chosen project application.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen935	**CHANGE MANAGEMENT**	**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Change Management	Prof. Dr. Olaf Passenheim & Ventus Publishing ApS	2010	ISBN 978-87-7681-705-3	51
B.		Managing through Change	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-604-9	53
C.		Influencing & Persuasion Skills	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-688-9	54
D.						

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		http://en.wikipedia.org/wiki/Change_management http://www.change-management.com/tutorial-defining-change-management.htm http://rockfordconsulting.com/change.htm http://www.businessdictionary.com/definition/change-management.html				
B.		Real-time strategy : improvising team-based planning for a fast-changing world	Authors: Perry, Lee Tom. Smallwood, W. Norman. Scott, Randall G. Publisher: John Wiley & Sons. New York		ISBN: 9780471585640	
C.		Integrated Process Management: A Quality Model	Roger Slater (Author) Publisher: McGraw-Hill Professional; 1 edition	1991	ISBN-10: 0070581029 ISBN-13: 978-0070581029	278
D.		HBR's 10 Must Reads on Change Management (including featured article 'Leading Change,' by John P. Kotter)	Harvard Business Review (Author)	2011	Publisher: Harvard Business Press ASIN: B004NBZ3JU	224

Requirements for this Module:

Content:

Change Management. Concepts of Change Management. The Change Process. Change Management Projects.

Defining Change. How Adaptable are we to Change? The Process of Change. Models of Change Management. Responses to Change.

Influence and Persuasion. Review of Communication Basics. Using Another´s Communication Preferences to Influence and Persuade. Techniques for Building Rapport. Linguistic Tools for Influence and Persuasion. Framework Theories for Applying Persuasion and Influence Techniques. Influence and Persuasion in Sales.

Learning Outcome:

This course focuses on the *process of implementing change* as the key facet and fundamental challenge in managing organizational change. The Change Management syllabus encourages you to learn about the theories of how change impacts on and is affected by: the Individual; the Team; the Organization; the Change Leader. This course is geared toward deepening your understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. Change management uses basic structures and tools to control any organizational change effort. The goal is to maximize benefits and minimize the change impacts on workers and avoid distractions. Change management is an approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping change stakeholders to accept and embrace changes in their business environment or individuals in their personal lives. Organizational change management is a framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change. Managing change means co-ordinating a number of activities and inter-relationships so that the organization can survive, and benefit from, the process of change. Change is inherent in contemporary organizational experience, and its management is not only critical to organizational success and survival but is also at the core of the field of organization development. Knowledge of the fundamental aspects of change is defined in terms of a person's understanding of individual responses to change and the general nature of change. Knowledge of the change process is determined by a person's understanding of three key processes: planning change, managing change (both the "people" side and the "organization" side) and evaluating change. A systematic approach to Organizational change management is beneficial when change requires people throughout an organization to learn new behaviors and skills.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen940	**Commercial Awareness & CRM**		**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Commercial Awareness for Managers	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-698-8	51
B.		Costumer Relationship Management	Rober Baran, Christopher Zerres, Michael Zerres		Bookboon.com	15
C.						
D.						

Assignments:

	Name		Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper			
B.				
C.				
D.				

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		http://en.wikipedia.org/wiki/Customer_relationship_management http://www.webopedia.com/TERM/C/CRM.html				
B.		The Portable MBA in Entrepreneurship	John Wiley & Sons; 0003 (eds.)	2003	ISBN-10: 0471271543 ISBN-13: 978-0471271543	500
C.		Portable MBA in Entrepreneurship Case Studies. Synopses & Reviews	Author: Bygrave, William D. Publisher: John Wiley & Sons. New York.		ISBN: 9780471182290	
D.		Commercial Awareness and Business Decision Making Skills	Paul Rodgers (Author) Publisher: CIMA Publishing; 1 edition (July 2, 2012)	2012	ASIN: B008HSUICM Print ISBN-10: 0750683848 Print ISBN-13: 978-0750683845	272
E.		Customer Relationship Management: The How-To Guide	Vook (Author)	2011	Publisher: Vook (April 18, 2011) ASIN: B004X36QYO	26
F.		Customer Relationship Management Publisher: Springer Berlin Heidelberg; 2 edition	V. Kumar, Werner Reinartz	2012	ASIN: B00AKIG8VW	412

Requirements for this Module:

Content:

Introduction to Commercial Awareness. Understanding your Customers. Understanding your Competition. Commercially Aware Operations. Basic Finance Principles in Business. Basics on Budgeting. Pricing and Commercial Awareness. History and Theory of CRM. Field concerns and data collection. Issues regarding communication and CRM. Future of CRM.

Learning Outcome:

Commercial awareness is a term that refers to a candidate's general knowledge of business, their business experiences (or work experience) and, specifically, their understanding of the industry which they are applying to join. Organisations operate in a competitive marketplace and need graduates who can quickly grasp the internal and external challenges facing them, understand their customers and make good decisions on how best to develop their businesses. Commercial awareness can be termed: 'commerciality', 'business focus', 'client focus' or 'passion for business'. Managers naturally expect employees to make commercially sound decisions. Unless employees understand how the business works, they are not likely to meet this expectation. Commercial awareness means the ability to make decisions based on an understanding of how the business works financially. Through the course, where the key learning is derived through business simulation, alumni are in a better position to make decisions, which enhance the profitability of the business. The primary outcome of the Commercial Awareness course is a greater understanding among alumni of the financial aspects of the business. After completion of this course, students will have a greater knowledge of: Understanding your Customers. Understanding your Competition. Commercially Aware Operations. Basic Finance Principles in Business. Basics on Budgeting. Pricing and Commercial Awareness.

CRM is the abbreviation for *customer relationship management*. CRM entails all aspects of interaction that a company has with its customer, whether it is sales or service-related. CRM is often thought of as a business strategy that enables businesses to:

- Understand the customer
- Retain customers through better customer experience
- Attract new customer
- Win new clients and contractsIncrease profitably
- Decrease customer management costs

This course examines customer relationship management (CRM) as a key strategic process within all organizations and serves as a foundation course in the Service Management Program. CRM is defined as the overall process of building and maintaining profitable customer relationships by delivering value and satisfaction to the customer. Focusing on process, strategy and technology, this course leads students from understanding the fundamentals of CRM through the implementation of CRM systems and analysis of customer data. It discusses the CRM philosophy as well as the systems in place that incorporate and integrate information from sales, marketing and service. After completing the course of study, students will have: Gained an understanding of key concepts, technologies and best practices of CRM. A view of the organization of business and its integration with CRM.

Examination:

Multiple Choice Test

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Nr.	Name		ECTS-Credits
MBAen950	**LEADERSHIP**		**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Leadership Skills	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-603-2	59
B.		Supportive Leadership: The New Role of Executives in the 21st Century	Günther H. Schust & Ventus Publishing ApS	2011	ISBN 978-87-7681-901-9	74
C.		The Art of Leadership: 500 quotes on how to lead others	Eric Garner & Ventus Publishing ApS	2012	ISBN 978-87-7681-997-2	57
D.						

Assignments:

		Name	Description	Pages
A.		Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.				
C.				
D.				

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		http://en.wikipedia.org/wiki/Leadership				
B.		The Portable MBA in Management: Insights from the experts at the best business schools. Skills and strategies for leading any organization to success	Cohen, Allan R. Publisher: John Wiley & Sons	1993	ISBN-10: 0471573795 ISBN-13: 9780471573791	392
C.		Environmental Management and Business Strategy: Leadership Skills for the 21st Century	Bruce Piasecki, Kevin A. Fletcher Wiley & Sons	1998	ISBN-10: 0471169722 ISBN-13: 978-0471169727	368
D.		The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You	John C. Maxwell (Author)	2007	Publisher: Thomas Nelson; 10 Rev Upd edition ASIN: B001ECQK9S	336

Requirements for this Module:

Content:

Leader and Leadership Skills. Three Traits Every Successful Leader Must Have. Understanding your Role: Leading vs. Managing. How Your Personality Style Affects Your Ability to Lead. Leadership Styles. Leading the Team. Delegating. Mentoring Others.

New Demands on Management. Leadership is a Service Process. The Leadership Competence Model. Only the "genuine" Personality has a Future. The 360 Degree Competence Feedback. The process of Utilizing Potential. Integrating, Cultivating and Rewarding Employees. Leadership Achievement is Team Performance.

Change Management. Delegation and Empowerment. Facilitation Skills. Leadership Skills. Teambuilding. The Art of Leadership.

Learning Outcome:

Leadership has been described as a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. Leadership is organizing a group of people to achieve a common goal. The leader may or may not have any formal authority. Students of leadership have produced theories involving traits, situational interaction, function, behavior, power, vision and values, charisma, and intelligence, among others. Somebody whom people follow: somebody who guides or directs others.

Upon successful completion of the course, the student will be able to:

Distinguish the concept of leadership from the concept of management.

Compare and contrast the major theories of leadership.

Analyze the decision-making process and change management.

Assess the skills necessary to exert power and influence in a non-authoritative leadership role.

Evaluate the qualities necessary to effectively manage or lead in a team/group environment.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen1015	**GLOBALIZATION**	**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Globalization & the Nordic Success Model - Part I	Arto Lahti & Ventus Publishing ApS	2010	ISBN 978-87-7681-549-3	81
B.	Globalization & the Nordic Success Model - Part II	Arto Lahti & Ventus Publishing ApS	2010	ISBN 978-87-7681-550-9	97
C.					
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	http://en.wikipedia.org/wiki/Globalization http://www.globalisation.eu/ http://ec.europa.eu/economy_finance/international/globalisation/index_en.htm http://www2.warwick.ac.uk/fac/soc/csgr/				
B.	Globalization, Poverty, and International Development	Lord Griffiths of Fforestfach (Author)	2012	Publisher: Acton Institute ASIN: B007RO0Y12	57
C.	Business Ethics and Sustainability	Thomas Ng (Author)	2012	Publisher: Obiter Dicta ASIN: B007BTIL2M	150
D.					

Requirements for this Module:

Content:

Schumpeter´s economics and entrepreneurship. Modern microeconomics. Strategic management doctrine. Lahti´s resource-based approach to business strategy and microeconomics.
Agglomeration economies of regions. Global Markets and Economics. New Institutional and Organizational Economics.

Learning Outcome:

This course analyses the global economy from the viewpoint of innovative Scandinavian firms from a Schumpeterian perspective. The Resource Based view is essential to going international. The current crisis has highlighted the frailties of the current model of economic globalization and has raised questions about its future. This course analyzes economic globalization in a historical perspective. It evaluates the arguments of both its critics and advocates, and pays particular attention to problems of trade, finance, and economic development in an economically integrating world. We discuss different models of economic globalization and global governance, with an eye towards future possibilities. Graduates of this course will have gained an understanding of: Schumpeter´s economics and entrepreneurship. Modern microeconomics.

Strategic management doctrine. Lahti´s resource-based approach to business strategy and microeconomics. Agglomeration economies of regions. Global Markets and Economics. New Institutional and Organizational Economics.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen1020	**COACHING**		**6**

Literature:						
		Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.		Counselling Skills: Managing People Problems at Work	Eric Garner & Ventus Publishing ApS	2012	ISBN 978-87-7681-967-5	53
B.		Coaching & Mentoring	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-595-0	48
C.		Emotional Intelligence	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-600-1	59
D.						

Assignments:				
		Name	**Description**	**Pages**
A.		Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.				
C.				
D.				

Recommended Literature:						
		Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.		http://en.wikipedia.org/wiki/Coaching http://internationalinstituteofcoaching.org/coaching_definitions.php http://www.positive-changes-coach.com/coaching-definition.html				
B.		Coaching Publisher: Routledge; 3 edition	James Flaherty (Author)	2012	ISBN: 1856178161 ASIN: B003H9SMY2	242
C.						
D.						

Requirements for this Module:

Content:

The Counselling Approach. Awareness, Acceptance, and Growth. Personal Growth. Dispositions of Counselling. The Counselling Interview. The Art of Listening. Questions for Meaning and Understanding. Challenging. Moving On. People Problems.

Difference between Coaching and Mentoring. Understanding Poor Performance. Characteristics of a Successful Coach. Performance Management Basics. Coaching Methods for Individuals. Coaching Methods for Teams.

Overview of Emotional Intelligence. Why Emotional Intelligence Matters in the Workplace. Models of Emotional Intelligence. Self-Awareness. Self-Management. Social Awareness. Social Skills.

Learning Outcome:

Learning Outcome: Coaching is an educational process that facilitates students' understanding of the meaning and purpose of higher education and fosters their intellectual and personal development toward academic success, lifelong learning, and most importantly graduation. Coaching, when referring to getting coached by a professional coach, is a teaching, training or development process in which an individual gets support while learning to achieve a specific personal or professional result or goal. The individual receiving coaching may be referred to as the client or coachee, or they may be in an intern or apprenticeship relationship with the person coaching them. Occasionally the term coaching may be applied to an informal relationship between one individual who has greater experience and expertise than another and offers advice and guidance as the other goes through a learning process. This form of coaching is similar to mentoring. The structures, models and methodologies of coaching are numerous, and may be designed to facilitate thinking or learning new behavior for personal growth or professional advancement. There are also forms of coaching that help the coachee improve a physical skill, like in a sport or performing art form. Some coaches use a style in which they ask questions and offer opportunities that will challenge the coachee to find answers from within him/herself. This facilitates the learner to discover answers and new ways of being based on their values, preferences and unique perspective. When coaching is aimed at facilitating psychological or emotional growth it should be differentiated from therapeutic and counseling disciplines, since clients of coaching, in most cases, are considered healthy (i.e. not sick). The purpose of the coaching is to help them move forward in whatever way they want to move, not to 'cure' them. In addition the therapist or counsellor may work from a position of authoritative doubt, but cannot claim the position of ignorance so vital for coaching, because of the assessment knowledge that underpins their work.

Topics Studied:

The Counselling Approach. Awareness, Acceptance, and Growth. Personal Growth. Dispositions of Counselling. The Counselling Interview. The Art of Listening. Questions for Meaning and Understanding. Challenging. Moving On. People Problems.

Difference between Coaching and Mentoring. Understanding Poor Performance. Characteristics of a Successful Coach. Performance Management Basics. Coaching Methods for Individuals. Coaching Methods for Teams.

Overview of Emotional Intelligence. Why Emotional Intelligence Matters in the Workplace. Models of Emotional Intelligence. Self-Awareness. Self-Management. Social Awareness. Social Skills.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen1025	**CONFLICT MANAGEMENT**		**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Dealing with Conflict & Complaints	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-687-2	56
B.	Managing Stress	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-658-2	53
C.					
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	http://en.wikipedia.org/wiki/Conflict_management http://managementhelp.org/interpersonal/conflict.htm http://www.cios.org/encyclopedia/conflict/index.htm				
B.	Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes Publisher: Jossey-Bass; 1 edition (December 14, 2012)	Susan S. Raines (Author)	2012	ISBN: 0470931116 ASIN: B00AQ3VVGI	497
C.					
D.					

Requirements for this Module:

Content:

Introduction to Conflict and Complaints. Expectations as the Root of All Conflict and Complaints. Basic Skills for Dealing with Conflicts and Complaints. Communication Styles as Barriers to Dealing with Conflict and Complaints. Tools for Dealing with Conflict and Complaints.
Types and Causes of Stress. The Impacts of Stress. Self-Care Methods for Reducing Stress. Reducing Stress through Time Management. Improving Emotional Intelligence to Reduce Workplace Stress. Methods for Reducing Workplace Stress.

Learning Outcome:

Conflict management involves doing things to limit the negative aspects of conflict and to increase the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting. In this course we will explore various methods for dealing with inner, interpersonal and group conflict. Students will investigate the theoretical and practical aspects of situation assessment, conflict management, negotiation, and mediation. This course provides opportunities for students to improve their communication, critical thinking, and problem solving skills.
OBJECTIVES:
This course will help students to:

Understand the nature of conflict in society, groups, organizations and individuals.

Understand themselves, their personality, and their reactions to conflict.

Learn techniques to manage conflict in their personal and professional lives.

Build communication and analytical skills to handle conflict more effectively.

Learn the techniques and practices to reduce conflict and foster trust in relationships.

LEARNING OUTCOMES:

Upon completion of this course, students will be able to:

Interpret, and summarize major concepts of conflict management.

Apply course concepts to new situations and real world applications.

Assess conflict situations and apply appropriate methods to mitigate conflict.

Apply effective communication skills in negotiation and mediation situations.

Make more effective decisions during and following crisis situations.

Demonstrate improved skills in handling difficult people.

Build sustaining relationships and trust within their organizations.

TOPICS:

Introduction to Conflict and Complaints. Expectations as the Root of All Conflict and Complaints. Basic Skills for Dealing with Conflicts and Complaints. Communication Styles as Barriers to Dealing with Conflict and Complaints. Tools for Dealing with Conflict and Complaints.

Types and Causes of Stress. The Impacts of Stress. Self-Care Methods for Reducing Stress. Reducing Stress through Time Management. Improving Emotional Intelligence to Reduce Workplace Stress. Methods for Reducing Workplace Stress.

Examination:

Multiple Choice Test

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Nr.	Name	ECTS-Credits
MBAen1028	**Law for Business Students**	**6**

Literature:					
	Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.	Law For Business Students	Lazar Sarna & Ventus Publishing ApS	2012	ISBN 978-87-403-0070-3	79
B.	Conducting Transatlantic Business: Basic Legal Distinctions in the US and Europe	August G. Minke & Ventus Publishing ApS	2012	ISBN 978-87-7681-951-4	59
C.	Evidence, Proof and Justice: Legal Philosophy and the Provable in English Courts	Solomon E. Salako & Ventus Publishing ApS	2010	ISBN 978-87-7681-685-8	110
D.					

Assignments:			
	Name	**Description**	**Pages**
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:					
	Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.	http://en.wikipedia.org/wiki/Commercial_law http://en.wikipedia.org/wiki/Category:Business_law				
B.	Law for Business Publisher: Business And Economics; 11 edition (January 19, 2011) Edition: 11	A. James Barnes (Author)	2011	ISBN-10: 0073377716 ISBN-13: 978-0073377711 ASIN: B005P00K9Q	1056
C.					
D.					

Requirements for this Module:

Content:
Corporate Structure. Corporate Management. Corporate responsibilities. The business plan. Raising funds: Private placement and going public. Corporate operations. Labour matters. International trade. Cross-Atlantic Legal Styles. Business Organization. Contracts. Torts and Liability. Human Resources. Litigation. Intellectual Property. Other Business Matters. Legal philosophy and rationalist tradition. The presumption of innocence and adverse inferences from silence. Protecting vulnerable witnesses: summum ius summa iniuria. Double jeopardy and similar fact evidence. Identification evidence: old problems, new solutions. Public interest immunity, privilege and liberty rights. Expert evidence and mathematical proof.

Learning Outcome:
The course provides a general framework of the legal principles underpinning business law. The aim of this course is to facilitate an understanding of the basic principles and how they should be applied within a commercial framework. The

purpose of this course is to give students an overview of legal matters that they will deal with in their personal and/or professional life. This course is meant to provide a general introduction to the legal environment that affects individuals, businesses, and business transactions. Throughout this course, students will: 1) Learn to understand basic legal terminology and concepts. 2) Learn how to evaluate issues of legal significance in business transactions. 3) Apply legal reasoning to situations and form legal conclusions. 4) Compare and apply various legal theories/interpretations to factual situations. 5) Learn how to issue spot, weigh, and analyze risks, and gain a sense of comfort and familiarity with the legal system.

Topics:

Corporate Structure. Corporate Management. Corporate responsibilities. The business plan. Raising funds: Private placement and going public. Corporate operations. Labour matters. International trade.

Cross-Atlantic Legal Styles. Business Organization. Contracts. Torts and Liability. Human Resources. Litigation. Intellectual Property. Other Business Matters.

Legal philosophy and rationalist tradition. The presumption of innocence and adverse inferences from silence. Protecting vulnerable witnesses: summum ius summa iniuria. Double jeopardy and similar fact evidence. Identification evidence: old problems, new solutions. Public interest immunity, privilege and liberty rights. Expert evidence and mathematical proof.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen1030	**STRATEGIC MARKETING**		**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Strategic Marketing	Andrew Whalley & Ventus Publishing ApS	2010	ISBN 978-87-7681-643-8	121
B.	Developing an Internet Marketing Strategy	The Internet Marketing Academy & Ventus Publishing ApS	2011	ISBN 978-87-7681-813-5	60
C.					
D.					

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Kotler On Marketing. How to Create, Win, and Dominate Markets.	Phillip Kotler The Free Press; 1999 © by Philip Kotler	1999	ISBN 0-684-85033-8	257
B.	http://en.wikipedia.org/wiki/Marketing_strategy http://en.wikipedia.org/wiki/Marketing http://www.cim.co.uk/Home.aspx http://www.marketingpower.com/Community/ARC/Pages/Teaching/Syllabi/default.aspx				
C.	Integrated Process Management: A Quality Model	Roger Slater (Author) Publisher: McGraw-Hill Professional; 1 edition (April 1, 1991)	1991	ISBN-10: 0070581029 ISBN-13: 978-0070581029	278
D.	Strategic Marketing Management Publisher: Routledge; 3 edition (August 6, 2012) Edition: 3	Colin Gilligan (Author), Richard M.S. M. S. Wilson (Author)		Print ISBN-10: 0750659386 Print ISBN-13: 978-0750659383 ASIN: B008VSRTB6	882

Requirements for this Module:

Content:

What is Marketing? What can be marketed? Marketing´s role in the business. Segmentation, Targeting & Positioning. Branding. The Marketing Mix. Product Management. Integrated Marketing Communications.
First steps to an Internet Marketing Strategy. Planning and Creating your Website. Social Media and Content Marketing. Search Engine Marketing. Web Analytics.

Learning Outcome:

Learn strategic challenges and opportunities created by the dynamic nature of markets. Study marketing strategies, and determine which ones are relevant and feasible for your organization and which ones will maximize the bottom line. Corporate responsibilities (including green and social) energize the organization and can foster internal cooperation and communication. Learn customer value propositions; assets and competencies; and structured strategic analysis including detailed customer, competitor, market, environmental and internal analysis leading to an understanding of market dynamics. In today's very competitive marketplace a strategy that insures a consistent approach to offering your product or service in a way that will outsell the competition is critical. However, in concert with defining the marketing strategy you must also have a well defined methodology for the day to day process of implementing it. It is of little value to have a strategy if you lack either the resources or the expertise to implement it. In the process of creating a marketing strategy you must consider many factors, those topics are covered by the course:
What is Marketing? What can be marketed? Marketing´s role in the business. Segmentation, Targeting & Positioning. Branding. The Marketing Mix. Product Management. Integrated Marketing Communications.
First steps to an Internet Marketing Strategy. Planning and Creating your Website. Social Media and Content Marketing. Search Engine Marketing. Web Analytics.

Examination:

Multiple Choice Test

Nr.	Name					ECTS-Credits
MBAen1033	**COMMUNICATION SKILLS**					**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Effective Communication Skills	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-598-1	59
B.		Advanced Communication Skills	MTD Training & Ventus Publishing ApS	2010	ISBN 978-87-7681-661-2	58
C.						
D.						

Assignments:

	Name	Description	Pages
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		http://en.wikipedia.org/wiki/Communication_skill http://en.wikipedia.org/wiki/Communication http://www.ee.ed.ac.uk/~gerard/Management/art7.html				
B.		Changing Behavior: Immediately Transform Your Relationships with Easy to Learn, Proven Communication Skills	Georgianna Donadi		ISBN: 0983965994 ASIN: B006RU8XMO	138
C.						
D.						

Requirements for this Module:

Content:

Effective Communication Skills. Perspectives in Communicationi. Elements of Communication. Communication Styles. Basic Listening Skills. Effective Written Communication.
Advanced Communication Skills. Review of Communication Basics. Examining the Communication Process. Internal Representation. Building Rapport. Tools for Advanced Communication.

Learning Outcome:

Communication requires a sender, a message, and a recipient, although the receiver need not be present or aware of the sender's intent to communicate at the time of communication; thus communication can occur across vast distances in time and space. Communication requires that the communicating parties share an area of communicative commonality. The communication process is complete once the receiver has understood the message of the sender.
Objectives of the course
To sensitize students to their communicative behavior
To enable them to reflect and improve on their communicative behavior/performance
To build capacities for self criticism and facilitate growth
To lead students to effective performances in communication
Most conversations sort of drift along; in business, this is wasteful; as a manager, you seek communication rather than

chatter. To ensure an efficient and effective conversation, there are three considerations:

you must make your message understood

you must receive/understand the intended message sent to you

you should exert some control over the flow of the communication

Students will learn about:

Effective Communication Skills. Perspectives in Communicationi. Elements of Communication. Communication Styles. Basic Listening Skills. Effective Written Communication.

Advanced Communication Skills. Review of Communication Basics. Examining the Communication Process. Internal Representation. Building Rapport. Tools for Advanced Communication.

Examination:

Multiple Choice Test

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Nr.	Name				ECTS-Credits
MBAen1045	**RISK MANAGEMENT**				**6**

Literature:					
	Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.	Risk Management Made Easy	Andy Osborne & Ventus Publishing ApS	2012	ISBN 978-87-7681-985-2	65
B.					
C.					
D.					

Assignments:			
	Name	**Description**	**Pages**
A.	Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.			
C.			
D.			

Recommended Literature:					
	Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.	http://en.wikipedia.org/wiki/Risk_management http://www.theirm.org/thediploma/DIsyllabus.html				
B.	A Practical Guide to Risk Management Publisher: Research Foundation of CFA Institute (July 8, 2011)	Thomas S. Coleman	2011	ISBN: 1934667412 ASIN: B005EZIJ22	206
C.	Becoming a valuable risk manager - risk management guide	Alex Sidorenko, Elena Demidenko		ASIN: B009XU6HKU	74
D.					

Requirements for this Module:

Content:
Risk. Risk manager. The risk management process. Identifying risks. Quantifying risks. Risk matrix. Addressing risks. Risk response. Implementing countermeasures. Monitoring and Reviewing.

Learning Outcome:
Risk management is the process of measuring, or assessing risk and then developing strategies to manage the risk.Risk management is the identification, assessment, and prioritization of risks (defined in ISO 31000 as the effect of uncertainty on objectives, whether positive or negative) followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realization of opportunities. Risks can come from uncertainty in financial markets, project failures (at any phase in design, development, production, or sustainment life-cycles), legal liabilities, credit risk, accidents, natural causes and disasters as well as deliberate attack from an adversary, or events of uncertain or unpredictable root-cause. Several risk management standards have been developed. Methods, definitions and goals vary widely according to whether the risk management method is in the context of project management, security, engineering, industrial processes, financial portfolios, actuarial assessments, or public health and safety. The strategies to manage risk typically include transferring the risk to another party, avoiding the risk, reducing the negative effect or probability of the risk, or even accepting some or all of the potential or actual consequences of a particular risk. This course will examine the way in which business and society make an assessment of, control and transfer risk. It is designed for the student with no previousknowledge of risk management.The goal of this course is to engage students in active discovery of risk management principles. Students will be prepared to function in a business environment,developing an awareness of the challenges, the tools, and the process of designing and implementing a risk management program.This

course focuses on the ways in which businesses and society assess, control, and transfer risk. This process, known as the risk management process, is becoming anincreasingly important tool in the management of business and personal financial health. An effective and efficient corporate risk management program leads to knowledgeand control of costs and an improved bottom line.The risk management process involves identification of risks and associated potential costs, analysis of the causes of risk of financial loss, determination of variousstrategies to treat risk, selection of strategies appropriate to the goals and objectives of the business, implementation of the selected strategies, management andmonitoring of results. Making adjustments, adapting to external and internal forces, and crisis or disaster management are incorporated in the corporate risk managementprocess. An effective risk management program will reduce losses, and improve financial performance and employee morale. Topics covered: Risk. Risk manager. The risk management process. Identifying risks. Quantifying risks. Risk matrix. Addressing risks. Risk response. Implementing countermeasures. Monitoring and Reviewing.

Examination:

Multiple Choice Test

Nr.	Name		ECTS-Credits
MBAen1050	**CORPORATE SOCIAL RESPONSIBILITY**		**6**

Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		Corporate Social Responsibility: Part I - Principles, Stakeholders & Sustainability	David Crowther & Güler Aras & Ventus Publishing ApS	2010	ISBN 978-87-7681-564-6	63
B.		Corporate Social Responsibility: Part II - Performance Evaluation, globalisation & NFPs	David Crowther & Güler Aras & Ventus Publishing ApS	2010	ISBN 978-87-7681-566-0	39
C.		Corporate Social Responsibility: Part III - Strategy & Leadership	David Crowther & Güler Aras & Ventus Publishing ApS	2010	ISBN 978-87-7681-567-7	50
D.						

Assignments:

		Name	Description	Pages
A.		Optional: TMA Tutor Marked Assignment: Essay, Term Paper or Project Paper		
B.				
C.				
D.				

Recommended Literature:

		Title	Author	Year	ISBN/Code	Pages
A.		http://en.wikipedia.org/wiki/Corporate_social_responsibility				
B.		Business Ethics and Sustainability Publisher: Obiter Dicta	Thomas Ng	2012	ASIN: B007BTIL2M	150
C.		Corporate Social Responsibility: Doing the Most Good for Your Company and Your Cause Publisher: Wiley; 1 edition (May 11, 2007)	PHILIP KOTLER (Author), Nancy Lee (Author)	2007	ASIN: B008N9IXLI	320
D.						

Requirements for this Module:

Content:

Defining Corporate Social Responsibility. The principles of CSR. Stakeholders and the social contract. Issues concerning Sustainability. Ethics, CSR & Corporate Behavior.
Performance Evaluation & Performance Reporting. Globalisation and CSR. CSR in not for profit organisations.
CSR and Strategy. CSR and Leadership.

Learning Outcome:

This course offers a practical introduction to entrepreneurship, innovation, society and corporate social responsibility (CSR) issues. The course will focus on key concepts of CSR. Due to consumer pressure and changing interests, corporate social responsibility has become ever more important for companies around the world.

To introduce students to Corporate Social Responsibility, and provide them with an understanding and practical knowledge in those fields. To provide students with an understanding of the recent trends in Corporate Social Responsibility.

To equip students to be more effective in their entrepreneurial pursuits,

by building their practical knowledge of the alternative strategies for

turning good social ideas into viable and effective ventures.

CSR focuses on how managers can implement effective strategies in relation to corporate sustainability and corporate social responsibility issues in their organisation. Some of the topics covered include

Defining Corporate Social Responsibility. The principles of CSR. Stakeholders and the social contract. Issues concerning Sustainability. Ethics, CSR & Corporate Behavior.

Performance Evaluation & Performance Reporting. Globalisation and CSR. CSR in not for profit organisations.

CSR and Strategy. CSR and Leadership.

The World Business Council for Sustainable Development in its publication Making Good Business Sense by Lord Holme and Richard Watts, used the following definition. Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. The same report gave some evidence of the different perceptions of what this should mean from a number of different societies across the world. Definitions as different as CSR is about capacity building for sustainable livelihoods. It respects cultural differences and finds the business opportunities in building the skills of employees, the community and the government.

Traditionally in the United States, CSR has been defined much more in terms of a philanphropic model. Companies make profits, unhindered except by fulfilling their duty to pay taxes. Then they donate a certain share of the profits to charitable causes. It is seen as tainting the act for the company to receive any benefit from the giving. The European model is much more focused on operating the core business in a socially responsible way, complemented by investment in communities for solid business case reasons. Personally, I believe this model is more sustainable because: Social responsibility becomes an integral part of the wealth creation process - which if managed properly should enhance the competitiveness of business and maximise the value of wealth creation to society. When times get hard, there is the incentive to practice CSR more and better - if it is a philanphropic exercise which is peripheral to the main business, it will always be the first thing to go when push comes to shove. But as with any process based on the collective activities of communities of human beings (as companies are) there is no 'one size fits all'. In different countries, there will be different priorities, and values that will shape how business act. And even the observations above are changing over time. The US has growing numbers of people looking towards core business issues. For instance, the CSR definition used by Business for Social Responsibility is: Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business. On the other hand, the European Commission hedges its bets with two definitions wrapped into one: A concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment. A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis.

Examination:

Multiple Choice Test

Nr.	Name	ECTS-Credits
MBAen1080	**BUSINESS RESEARCH METHODS**	**6**

Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Business Research Methods	Dr. Sue Greener & Ventus Publishing ApS	2008	ISBN 978-87-7681-421-2	110
B.	Essentials of Marketing Research: an Introduction. Marketing Research	Paurav Shukla & Ventus Publishing ApS	2008	ISBN 978-87-7681-411-3	117
C.					
D.					

Assignments:

	Name	Description	Pages
A.	Outline and Presentation of the Research Project / Thesis		
B.			
C.			
D.			

Recommended Literature:

	Title	Author	Year	ISBN/Code	Pages
A.	Business Research Methods (McGraw-Hill/Irwin Series in Operations and Decision Sciences) Publisher: Business And Economics; 11 edition (August 26, 2010) Edition: 11	Donald Cooper	2010	Print ISBN-10: 0073373702 Print ISBN-13: 978-0073373706 ASIN: B005MR726Q	784
B.	Research Methods for Business: A Skill Building Approach Publisher: Wiley; 5 edition	Uma Sekaran (Author), Roger Bougie (Author)	2011	ASIN: B005J57ALS	488
C.	Research Methods Publisher: Routledge; 2 edition	Geoff Lancaster (Author), David Crowther (Author)	2012	ASIN: B00872E2LQ	304
D.	Research Methods: The Basics Publisher: T & F Books UK	Nicholas Walliman	2011	ASIN: B004OBZTGQ	208
E.	Research Design: Qualitative, Quantitative, and Mixed Methods Approaches Publisher: Sage Publications, Inc; 3rd edition	Dr. John W. Creswell	2008	ASIN: B002WWKZNG	296
F.	Research Methodology: A Step-by-Step Guide for Beginners Publisher: SAGE Publications Ltd; Third Edition edition	Dr Ranjit Kumar	2012	ASIN: B009KZX8FK	440

Requirements for this Module:

Content:

Research problems and questions and how they relate to debates in Research Methods. Putting the problem into context:

identifying and critically reviewing relevant literature. Choosing research approaches and strategies. Ethics in business research. Choosing samples from populations. Quantitative research methods: collecting and analysing quantitative data. Questionnaire design and testing. Using secondary data. Qualitative research methods: collecting and analysing qualitative data. Practical issues in conducting interviews, focus groups, participant observation. Forecasting trends. Presenting research reports.

Introduction to marketing research. Scientific research approach and problem definition. Exporatory research design. Conclusive research design. Sampling. Measurement and scaling. Questionnaire design. Data preparation and preliminary data analysis. Report preparation and presentation.

Learning Outcome:

Examination:

Outline and Presentation of the Research Project / Thesis

Nr.	Name		ECTS-Credits
MBAen1090	**THESIS PRESENTATION & DEFENCE**		**12**

Literature:						
		Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.		Strategies to Fight Examination Stress and Achieve Success	Will Stringer ACA CTA ICSA & Ventus Publishing ApS	2012	ISBN 978-87-7681-917-0	38
B.		Perfect Presentations: How You Can Master the Art of Successful Presenting	Andrew Ivey & Ventus Publishing ApS	2010	ISBN 978-87-7681-614-8	50
C.						
D.						

Assignments:				
		Name	**Description**	**Pages**
A.		Elaboration of the Research Thesis and Oral Presentation		
B.				
C.				
D.				

Recommended Literature:						
		Title	**Author**	**Year**	**ISBN/Code**	**Pages**
A.		Writing a Thesis Statement (A Learning Booklet) Publisher: Academic Resources Inc.	Carly Evans	2012	ASIN: B0099RYM86	13
B.		How to write a masters thesis fast: Practical productivity tips for students	Petteri Sahlman		ASIN: B0070NJ5L0	88
C.		A Manual for Writers of Research Papers, Theses, and Dissertations, Seventh Edition: Chicago Style for Students and Researchers Publisher: University of Chicago Press; 7th edition	Kate L. Turabian (Author), Joseph M. Williams (Author), Gregory G. Colomb (Author), Wayne C. Booth (Author), University of Chicago Press Staff (Editor)	2009	ASIN: B003TSELAK	436
D.		Writing the Successful Thesis and Dissertation: Entering the Conversation Publisher: Prentice Hall; 1 edition	Irene L. Clark (Author), Alfredo Mendoza (Author), Chakarat Skawratananond (Author), Artis Walker (Author)	2006	ASIN: B0054RF6GC	240

Requirements for this Module:

Content:
Handling subjects. Parallel targets. Creating the environment. Methods of revising. Gaining performance. Mind exercises for the exam. With what to write? Testing yourself against past exam papers. Positive think through. You versus the examiner.

Getting on good terms with the marker. What to wear in the exam hall? The time table. The exam.
Ten questions to answer before your next presentation. Understand your Audience´s Sacrifices. Master an attentive audience.
Master your presentation Mission. Master your presentation Objectives. Set your presentation Points. Know your Audience.
Use Titles for your presentation. Use a Theme to your presentation.

Learning Outcome:
Successfully present and defend the Master Thesis

Examination:
Self-Learning Module in Preparation for the Thesis

Impressum

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European Programmes
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