



The Open  
University

Business School

# The Open University MBA 2011/2012

Making a difference



Accredited by  
Association  
of MBAs



INSPIRING LEARNING

# Making a difference...

## To your life

Studying The Open University MBA will take you on a personal journey. It will encourage you to challenge limits, cross boundaries and change the way you think. When you've finished your study you could become someone who inspires achievement, encourages dedication and instils admiration and trust in others.

The Open University MBA stands out among all others as the only one that's truly designed to fit around your life and career. By drawing on the University's 40 year heritage of distance learning, we enable you to study at the highest level in a way that enriches your working life without interrupting it, giving you maximum flexibility coupled with convenience.

With our MBA, the quality of your experience is matched by the versatility of our learning methods:

- **Uniquely flexible:** we are the only triple accredited business school which specialises in flexible learning
- **Proven:** rated 4th best MBA in the UK and 9th in the world overall by *The Economist* (2010)
- **Practical and applied:** integrates and adds value to your day job, allowing you to apply your learning instantly
- **Convenient:** fits learning around your day job and lifestyle. Our cutting edge technology enables you to study in your own time – at home, at work or on the move
- **Affordable:** with the option to 'pay as you go' in monthly instalments
- **Financially rewarding:** the average salary of our MBA students increases by 40 per cent.



## To your career and organisation

It's the balance of quality teaching, convenient delivery and practical application that makes our MBA so special. The Open University MBA will give you the skills and experience you need to take your career to the next level. Both you and your organisation will benefit from your MBA study straightaway, through our unique study method of practice-based, action learning. What you learn today, you can implement tomorrow – creating an immediate impact in the workplace. It will increase organisational and leadership effectiveness – not only in you, but in your colleagues and peers, too.

Students seem to like this approach – we're in the top three universities for student satisfaction<sup>1</sup>. It is also an approach which our corporate partners and employers value – over 75 per cent of FTSE 100 companies have sponsored students studying with The Open University.

<sup>1</sup> National Student Survey 2010.

## “Highly accredited qualifications”

“Business men and women can make a real difference to their organisation's strategy through implementing learning from the business school. Having the support of highly accredited qualifications under their belt gives employees the confidence and knowledge to voice solutions and strategies that reflect today's business practices.”

Sir Gerry Robinson



## “Everything is linked to your working life”

“The MBA programme from The Open University provides you with techniques and models that you can use in real life – it's not just theory. You learn so much and everything is linked to your working life, so it enabled me to help my organisation move forward. We implemented great programmes that were all based on my input.”

Heike Funk, MBA graduate

## “Flexible delivery”

“I chose to undertake my masters through The Open University Business School because of the flexibility of delivery, the international scope of its student-base and my previous experience of working with The Open University.”

Moses Warburton, MBA graduate

## FACT:

Only 1 per cent of all business schools are triple accredited, and with 21,900 successful MBAs we are the most popular in this elite and exclusive group.

## Contents

Recognised as one of the world's leading business schools	4
Values, vision and mission	6
Learn with some of today's leading business thinkers	8
Our students	10
Innovative flexible learning with the best digital technology	11
Global credibility, local relevance	12
Our model	14
The Open University MBA programme	16
MBA modules	18
The corporate link – employee development	20
Beyond the MBA	20
Your ticket to a powerful global alumni network	21
Practical information	22



### Our MBA really comes to life in the workplace

The best way to learn is practice, which is why unlike traditional MBA programmes ours is very much a practice-based course – we call this 'action learning'. The study method will help bring your learning to life as you will be able to instantly apply what you learn to your work. This method of blending theoretical frameworks with real business problems gives you a superior learning experience, adds value to your day job and changes your perspective.

### We actively encourage you to challenge theory and think critically

Choose our MBA and we'll ask you to take the concepts you've been studying and see their strengths, limitations, applicability and relevance in a practical, work-based context. This experience helps you develop independent learning and a critical view on the knowledge you gain.

### Your employer will like our approach too

Our flexible teaching methods minimise disruption to your working life, so it's no wonder we're so popular with employers. In fact over 75 per cent of FTSE 100 companies have sponsored staff on our courses.

The unique practical focus of an MBA means that your organisation will benefit from your newly acquired management tools and techniques. So if your employer sponsors your study they'll soon begin to see the return on their investment.

For more information on how we work with organisations see page 20.



# Values, vision and mission

## Values

### We are transforming management thinking

We have taken down the boundaries between the academic and working world with our pioneering and practice-based approach; what is taught one day can be put into action immediately – what is learnt is embedded in practice. Our research and teaching truly challenge the way professionals and organisations work and learn around the world: ***we learn from professionals while professionals learn from us.***

### We are responsible, inclusive and accessible

We champion ethical standards, sustainable environmental development, and corporate social responsibility. We offer opportunities for everyone throughout the world to realise their full potential, whatever their educational or financial starting point: ***we have broken the link between exclusivity and excellence.***

### We are driven by quality

We pursue excellence in everything we do, in our internationally recognised research, teaching and delivery methods. It is this commitment to innovation and continuous improvement that keeps The Open University Business School at the forefront of global organisational, management and legal thinking: ***we are working with business for business.***



## Vision

We are creating a truly global business school that aims to improve social and economic welfare across the world through fostering responsible values and sustainable business practices while engaging with local knowledge.

## Mission

'Our world class learning approach, underpinned by leading edge research, takes business, management and legal education into the very heart of professional practice, thereby building a world-wide learning community.'



# Learn with some of today's leading business thinkers

Most of our tutors are practising senior professionals in their fields, so you can draw on their insights and experiences, together with the ideas of our world-class academics.

Introducing the professoriate of The Open University Business School.



**Professor Fleck,  
Dean and Professor of  
Innovation Dynamics**

Professor Fleck is Dean of The Open University Business School. He has carried out research on technology development and innovation, including artificial intelligence (AI), industrial robotics, company-wide information systems, strategic innovations in financial services, multimedia, the design process, and most recently elearning. He is currently a board member of the European Foundation for Management Development (EFMD).



**Professor Cornforth,  
Organisational Governance  
and Management**

Professor Cornforth's recent research has focused on the governance and management of non-profit organisations, such as charities, schools and colleges.



**Professor Daniel,  
Information Management**

Professor Daniel's research focuses on the effective use of information systems by organisations and the individuals within those organisations.



**Professor Fenton-O'Creedy,  
Organisational Behaviour**

Professor Fenton-O'Creedy's research (on the role of traders in investment banks and management practices in multinational firms) contributes to fields such as international business, behavioural finance, the sociology of markets, industrial relations and cognitive psychology.



**Professor Frecknall-Hughes,  
Accounting and Taxation**

Professor Frecknall-Hughes' research focuses on taxation from an interdisciplinary perspective, and she has been instrumental in taking tax research forward into the areas of strategic management, international business, finance, history, ethics, ecommerce and small business performance evaluation.



**Professor Hastings,  
Social Marketing**

Professor Hastings is the first UK Professor of Social Marketing and founder/director of the Institute for Social Marketing and Centre for Tobacco Control Research at Stirling and The Open University.



**Professor Paton,  
Social Enterprise**

Professor Paton has pursued an interest in management learning, publishing articles, leading research projects, and working with the Higher Education Academy Subject Centre for Business Management Accountancy and Finance to encourage new approaches to teaching and learning.



**Professor Quintas,  
Knowledge Management**

Professor Quintas has conducted research into innovation and knowledge processes and applied the results to business school teaching. This has enabled The Open University Business School to pioneer the inclusion of knowledge processes in the MBA curriculum.



**Professor Rutterford,  
Financial Management**

Professor Rutterford's research has centred around corporate finance, investment management, and the history of finance. Her academic papers are in the field of performance measurement, equity valuation, pension funds, women and investment, and the history of finance.



**Professor Storey, Human  
Resource Management**

Professor Storey is an Associate of the Center for Global Strategic Human Resource Management, Rutgers University, USA and of the Economic and Social Research Council (ESRC) Skills and Knowledge Centre (SKOPE) at Oxford and Warwick Universities. He is a member of the UK Government's Leadership & Management Panel which advises ministers in the Department for Business, Innovation and Skills.

### The International Advisory Board (IAB)

The IAB is advisory to the Dean of The Open University Business School, to the school executive team and the wider school. The board consists of seven members from a range of public and private enterprises, reflecting the diversity of both the school and The Open University. The board provides the school with informed advice and critical opinion from outside the University.

**Sir Emyr Jones Parry**

The International Advisory Board is chaired by Sir Emyr, formerly UK Representative to the United Nations and Political Director at the Foreign & Commonwealth Office.

**Sanjeeb Chaudhuri**

Sanjeeb is the Regional CEO for Central and Eastern Europe for the Global Consumer Group (GCG) and Chief Marketing Officer and Managing Director of Retail Banking for GCG - Europe, Middle East and Africa.

**Andrew Craissati**

Andrew is a highly experienced entrepreneurial business leader, encompassing strategic thinking and value creation. He currently advises the Singapore Government on media issues, as well as running his highly successful corporate finance and investment advice business which has offices in London, Asia and the USA.

**James Cullens**

James has a variety of board-level HR experience, most recently with Linde AG, a DAX 30 company; The BOC Group plc, a FTSE 50 company; and with African Oxygen Ltd, where he was a Non Executive Director.

**David Day**

David is an experienced executive with broad commercial and operational experience of marketing and media research, gained from a range of companies both in the UK and internationally. He is currently the CEO of one of WPP's fastest growing businesses, Lightspeed Europe, which is a market research business conducting research online on behalf of clients internationally.

**Justin Jenk**

Justin possesses a particular set of skills and global experiences with a proven track record of value creation for enterprises across industries and geographies: acting as an adviser, CEO, board member and investor.

**Margaret Miller**

Maggie is Senior Vice President and Chief Information Officer (CIO) for Warner Music Group (NYSE: WMG) where she is responsible for the company's global information technology function.

# Our students

Our MBA students are determined, career-orientated professionals from all over the world.

Our MBA programme is designed for practising senior and middle-level managers. It has a strong international focus with emphasis on strategic analysis, interdisciplinary skills, creativity and innovation.

Your peers will be career-orientated professionals who are motivated to grow in both knowledge and experience – with the skills necessary to engage in stimulating discourse.

Open University Business School students are many and diverse; they are based around the world, from different sectors, industries and backgrounds. We believe that this diversity enriches your student experience and allows you to broaden your mind and gain a deeper understanding of other cultures.

Our students are determined; they all share the same goal of achieving an MBA while juggling busy lives and careers.

Throughout your studies you will be challenged to manage a large workload, and learn how to plan your time efficiently and manage conflicting priorities.

“ I chose The Open University because it offered me a way to a degree without interrupting my work. The MBA gave me a ‘bird’s eye view’ over many problems in day-to-day business, offering a toolbox of valuable models which really work. I changed jobs twice during the five years of my study and the MBA opened a lot of doors in the improvement of my career. I would do it again.”

**Christian Kastner, MBA graduate**

“ The people I studied my MBA with were from the United States, Kosovo and Austria, each working in different industries. This allowed us to share any similarities in our business practices.”

**Gillian Attard, MBA graduate**

## 2010 MBA class profile

Tutor / Student ratio	1:16
Average age	37
Average years of work experience	14
Gender	36% female 64% male

# Innovative flexible learning with the best digital technology

The underlying approach of The Open University MBA is that we fit our programme around your life, not the other way around. The Open University MBA is hard work, but with a flexible approach to study planning and methods, we enable you to plan your own way through the programme.

“The MBA is life changing as it enlightens you to take a holistic view of both professional and personal events. I was amazed how I am now able to see all types of situations with a fresh point of view.”

Joe Synnott, MBA graduate

We provide extensive support in helping managers to organise part-time study and we have a clear philosophy about the importance of planning. For each module, we provide you with a calendar and individual block summaries to help you stay on target.

Our MBA programme is designed to take three years but you can decide to study the programme over anything from two-and-a-half to seven years, depending on how much time you can allocate to your studies.

**FACT:** **40%**

is the average our students say that their salaries increase by compared to their pre-MBA level.

**Wherever you are, we're never far away**

Geography has almost no boundaries when you study with The Open University Business School. With local study centres throughout Europe (including 13 regional/national centres in the UK), partnerships in South Africa, Asia, and the Arabian Gulf, and virtual seminars and online forums wherever you have internet access, you really can study with The Open University Business School wherever you are.

“My MBA has proved an invaluable benefit to both my professional and personal life. My veterinary practice is now in the process of developing a sophisticated strategy to build and renew its existing success. I've developed an unprecedented insight into who I am, how I think and how I relate to others. A life changing experience!”

Graham Finch, MBA graduate



# Global credibility, local relevance

We are part of a global community and a global economy. In a smaller world, today's successful businesses need a new kind of knowledge of: local and global management principles; new rules and regulations; cultural differences; and communications theories. Our approach to business, and business teaching, is a perfect match for this global context.

We believe that being a global business school is not about bringing students in; it is about extending learning outwards.

## International reach

With more than 55 per cent of our students studying outside the UK, and with alumni in more than 86 countries, The Open University Business School offers a truly global experience.

You can undertake your studies throughout the UK, Republic of Ireland, Continental Europe and other locations worldwide, and can change location without disrupting your study. Support is provided through a network of regional and national centres in the UK, local offices in the Republic of Ireland and across Continental Europe and a variety of international partnerships.

## MBA student locations

Our 2010 intake had students in:

### North America

Bermuda  
Canada  
Jamaica  
St. Lucia  
Trinidad and Tobago  
United States of America

“The MBA gave me valuable life lessons about priorities. The different modules also helped me to acquire the beginnings of a common language in which to communicate with professionals outside my chosen fields.”

Maggie Miller, New York, USA

### Africa

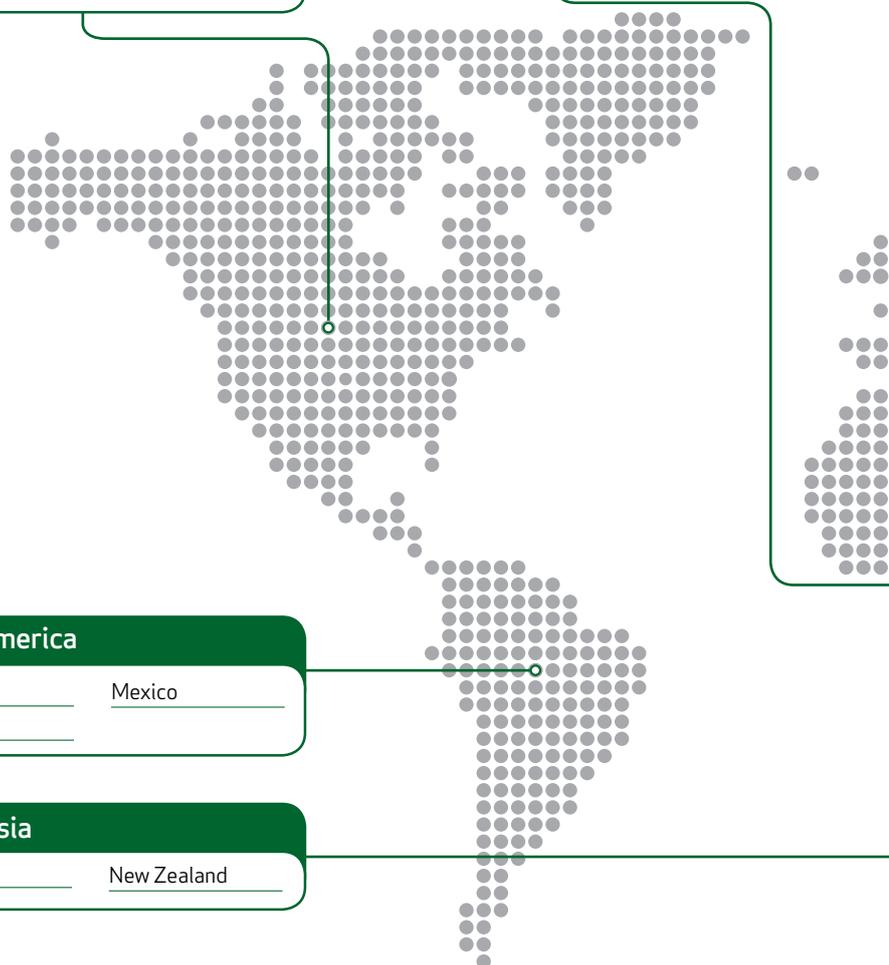
Angola  
Eritrea  
Ethiopia  
Gambia  
Ghana  
Kenya  
Somalia  
St. Helena  
Swaziland  
Tanzania (United Republic of)  
Uganda  
Zambia  
Zimbabwe

### South America

Brazil  
Chile  
Mexico

### Australasia

Australia  
New Zealand



## Europe

Austria

Belgium

Bosnia and  
Herzegovina

Bulgaria

Cyprus

Czech Republic

Denmark

Finland

France

Germany

Gibraltar

Greece

Hungary

Italy

Latvia

Lithuania

Luxembourg

Netherlands

Poland

Portugal

Republic of Ireland

Romania

Russian Federation

Serbia

Slovakia

Slovenia

Spain

Sweden

Switzerland

Ukraine

United Kingdom

“ Studying with The Open University has changed my perception on life. I now believe that anything is possible.”

**Kevin Sampson, UK**

“ The MBA programme makes you dig deeply beneath the surface.”

**Ian Davies, UK**

“ My motivation for studying the MBA was to be better equipped for the complexity and ambiguity of business reality through the means of broader knowledge.”

**Nils-Carsten Huber, Germany**

“ After completing my MBA I feel great. I know that with my MBA I can change my working environment by thinking differently, thinking outside the box, getting new tools and finding new ways of doing things.”

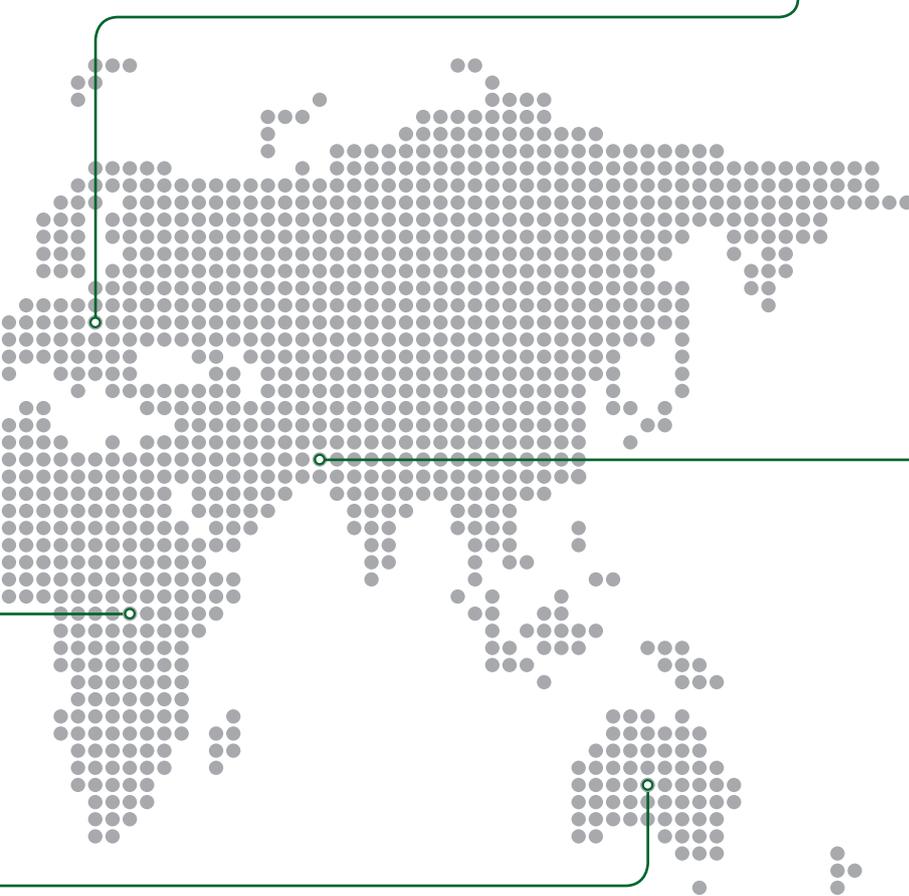
**Susanne Frederiksen, Denmark**

“ The Open University Business School gave me the opportunity to study while working in a busy full-time job, which was the only option for me.”

**Iztok Toplak, Czech Republic**

“ I was really looking forward to studying with a foreign business school – but I was really surprised ... first of all because the approach to study in The Open University Business School is absolutely different from the one I had in my country at graduate level. All the Russians who were studying with me had a lot of management experience. Now I am one of the most educated managers in my company.”

**Valeria Dmitrieva, Russia**



## Asia

Bangladesh

Hong Kong

India

Indonesia

Japan

Jordan

Kuwait

Malaysia

Philippines

Qatar

Singapore

Sri Lanka

Syrian Arab

Republic

United Arab

Emirates

Vietnam

“ My motto is ‘Continuous learning for life’, which is what The Open University and The Open University Business School are so brilliant at offering.”

**Wilson Yeh, Hong Kong**

“ The Open University MBA programme has given me a deeper understanding of the issues and challenges within my particular work environment, particularly areas such as HR and finance with which I have been less familiar with in the past.”

**Christian Duncumb, Indonesia**

# Our model

Our teaching model is centred around your student experience and is a highly effective professional development method that allows you to acquire new knowledge and skills without taking you away from your workplace.

When you study with The Open University Business School, your learning is not limited to what goes on in tutorials or at the residential schools. Your environment and your workplace become an important part of your study. We focus on using practical examples and assignments that refer back to your working life and encourage you to include and engage your workplace in your studies.

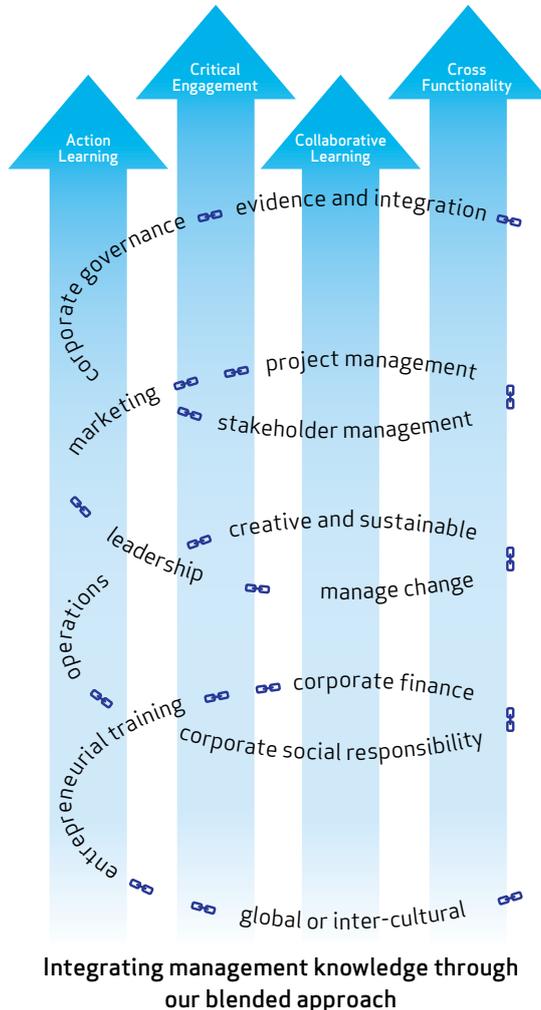
## Learning materials

Everything you need is included in the fees. All of our modules employ blended learning – innovative and inspiring materials that bring your learning to life in many ways. You'll learn through podcasts, downloads, our interactive virtual learning environment and study books. Everything is designed to support and inspire you in your learning.

All of our study materials are underpinned by strong research from faculty academics. The Open University Business School is at the forefront of using technology to improve teaching and learning.

“ I was on an assignment in India when I decided to use my downtime in hotel rooms to further my career and start my MBA studies. The Open University is very well set up for distance learning and is supportive. I made some life long friends at the residential schools and have really enjoyed the journey. ”

Nick Hopkins, MBA graduate



## Support from your tutor

Your tutor will be your guide and will encourage the exchange of ideas and learning across the group, feeding back to you personally by drawing on their experience and knowledge.

We have a strong community, and you can receive more individual tutor support than at some campus-based universities. Whether it's via tutorials, residential schools, by phone, email or through our online student platform, your tutor will offer constructive feedback helping you contextualise your learning and improve your performance.

The majority of our tutors are working in the private and public sectors while also tutoring on our programmes. They therefore represent a valuable source of corporate experience/business knowledge and can bring a unique practice-orientation to the delivery of our modules. Many of our tutors are also past students eager to share their experiences with others.

“I received lots of support from tutors, online forums and residential schools, which was also great for building a network of contacts. The practical experience helps me to do things differently.”

Andre Simonian, MBA graduate

## Residential schools

To support your learning experience and help you progress through your MBA, we have designed a series of residential schools at selected points in your programme. These residential schools are three to five day events where you will meet fellow students from across the world.

You will meet other MBA students from all walks of life to share and explore new ways of doing things, allowing you to gain new perspectives on and insights into the relevant subjects. This is often the most enjoyable and engrossing part of your MBA experience. Alongside being a fantastic networking opportunity, the collaborative learning experience, and group exercises let you immerse yourself in your development, test your learning and assumptions on others and work collectively on your skills development.

The residential school is offered both face-to-face and, for students who prefer, an online format.

For many of our students, our residential schools are one of the real highlights of our MBA programme, providing memorable learning and networking opportunities.



# The Open University MBA programme

This internationally recognised MBA qualification is designed for practising managers aspiring to higher positions.

The emphasis for your learning is directly rooted in management practice – the ‘Master’ in the degree title signifies your ‘mastery’ of the art and science of management. To achieve this level of capability the programme concentrates on strategic analysis, interdisciplinary skills, intellectual stimulation and independent judgement. It builds these upon a solid foundation of core disciplines, including human resource management, organisational behaviour, accounting and finance, marketing and operations.

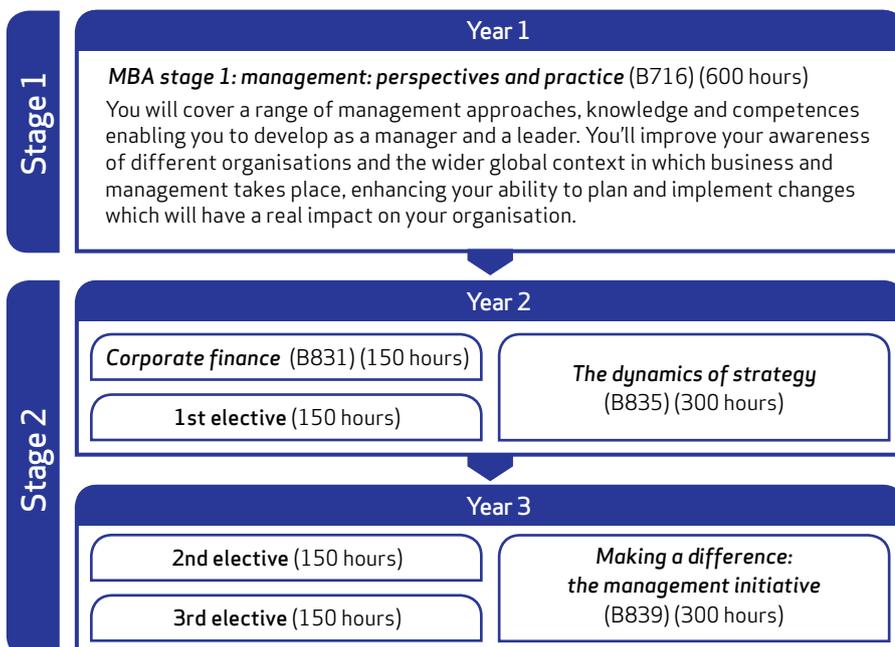
The MBA is designed as an integrated programme, and balances your learning time between 75 per cent of compulsory elements (including the final organisation-based project) with 25 per cent from elective modules. This enables you to adjust the curriculum to suit your needs. MBA modules are challenging but will always direct you towards improving your management capabilities. You will need to have three years' experience at a managerial level and an understanding of decision-making, so that you have a practical business base on which to build your MBA learning.

You will learn to analyse, synthesise and evaluate a wide range of situations within the broad framework of organisations, their external context and internal management. Among these you will look at economic, environmental, social and technological change issues, corporate governance, markets and customers, managing resources and operations, financing organisations, management and development of people, developing information technologies for application in business and management within a global knowledge-based economy, and development of appropriate business policies and strategies within a changing context to meet stakeholder interests.

## The Open University MBA programme structure

### Entry requirements

Bachelors degree awarded with honours from a recognised UK university or the equivalent **PLUS** a minimum of three years' experience in a managerial, professional or technical role. If you do not hold the required qualifications, please see *Open entry route* opposite.



### The core themes are:

- critical engagement
- embedding theory in practice
- global impact awareness.

### Elective modules

The elective modules are your opportunity to personalise your MBA to match your career, interests, aspirations and expectations. On Stage 2 of the MBA you will study up to three of the following modules:

150-hour modules

- *Entrepreneurship: experience and perspective (B846)*
- *Leadership and management in intercultural contexts (B848)*
- *Management beyond the mainstream (B847)*
- *Managing financial risk (B841)*
- *Marketing in the 21st century (B844)*
- *Strategic human resource management (B845)*
- *Sustainable creative management (B842)*

300-hour modules

- *Business, human rights law and corporate social responsibility (W822)*
- *Business operations: delivering value (T883)*

“ Gaining my MBA with the OU is one of my proudest achievements – balancing a demanding job and a young family with studying was challenging but extremely rewarding. ”

Christine Jackman, MBA graduate

The Open University MBA can be completed over anything from two-and-a-half years to seven years depending on how much time you can allocate to your studies.

The following charts illustrate how you could plan your studies to suit your requirements and achieve your MBA within your preferred timescale. These charts only illustrate a few of the options, the programme can be planned in many different ways to accommodate your life and work schedule.

**Open entry route**

If you do not have a bachelors degree with honours you can still apply for The Open University MBA. We offer an alternative entry route onto our MBA programme through The Open University’s Professional Certificate in Management (C31).

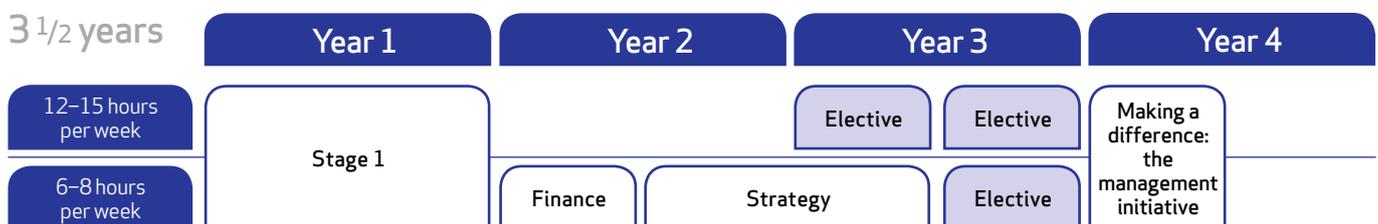
This qualification delivers the foundations of business and management and demonstrates your ability to study and work at the same time.

This allows professionals with relevant work experience to join the MBA programme after successful completion of the one-year certificate programme.

**3 years**



**3 1/2 years**



**4 years**



# MBA modules

## MBA compulsory modules

### *MBA stage 1: management: perspectives and practice (B716)*

This module will enable you to make a real difference within your management practice through active use of frameworks, theories and tools. It will help you to develop a good grounding in the theory and practice of managing and leading, covering the core functions and disciplines of management and helping you make the connections between them. The module provides a framework for a year-long process of professional development which challenges you to engage actively with a wide variety of ideas and to develop a repertoire of techniques and approaches best suited to your own situation and management context.

### *Corporate finance (B831)*

Middle and senior managers meet a multiplicity of financial problems in their organisations. This module will help you develop your knowledge of this area. It introduces finance problems that organisations face at board level, and equips you with the fundamentals of corporate financial theory enabling you to challenge finance experts. You will learn how to tackle the main financial problems you are likely to encounter, in particular, how best to finance a company, what dividend policy to choose, how to appraise both public and private sector projects, and how to value a company for takeover or flotation.

### *The dynamics of strategy (B835)*

If you're currently engaged in strategic decision-making, or will be in the future, this module will stimulate your imagination and inform your judgement. An understanding of the frameworks of strategy and an ability to use them imaginatively will help your organisation survive in the longer-term and perform

its role more effectively. You will not be expected merely to 'learn' the frameworks, but to critically analyse and comment on them, sometimes in collaboration with fellow students. The module will also help you contribute to and better understand the dialogue of strategy at a variety of levels in your organisation.

## Elective modules

### *Managing financial risk (B841)*

*Managing financial risk* explores the various financial risks that confront all institutions – credit risk, liquidity and refinancing risk, interest-rate risk, foreign exchange risk and operational risk. The module then examines how these risks can be both measured and managed. It uses many recent actual examples of risk management practices adopted in the public and private sectors – some good, some bad and some very ugly. By the end of the module you should have a full appreciation of how vulnerability to financial risks arises and how you, as a manager, can contribute to their effective management within your institution.

### *Sustainable creative management (B842)*

This module deals with creative, innovative and sustainable ways of developing and managing organisations. It addresses the context in which management operates, notably environment, culture and values; the way beliefs, perception and personality affect how we manage and relate to others; ways of working more imaginatively and effectively with colleagues and innovative and sustainable ways of developing organisations. It offers practical approaches for developing yourself, your team and your organisation. You are encouraged to focus on aspects of the module that relate most to your own situation. Also included is a library of techniques that you can use after the module has finished.

### *Marketing in the 21st century (B844)*

This module explores a variety of marketing issues that emerge from marketing planning, such as marketing research, marketing segmentation, targeting and positioning. To understand these issues this module draws upon current theories and examples that illustrate how organisations of all sizes deal with the environmental challenges facing organisations in the twenty-first century. By the end of the module you will have a full appreciation of how complexities in the organisation's environment can be developed for the benefit of the organisation.

### *Strategic human resource management (B845)*

This module is designed to meet the needs of managers who wish to understand and be able to influence decisions regarding the management of human resources within organisations. This module considers the different aspects of human resource management at a strategic level in the organisation and how this differs from the more operationally-focused personnel management. You will work collaboratively with others on strategic human resource management (SHRM) issues and problems and find, review and evaluate information relevant to key aspects of SHRM in your own professional context.

### *Entrepreneurship: experience and perspective (B846)*

Social and commercial enterprises play an important role in today's society, often in partnership with larger corporations and public sector organisations. This module provides rich, experience-based insights into the distinctive challenges of creating and developing entrepreneurial ventures. It helps you to gain relevant skills and underpinning knowledge. You will also develop a deeper,

and more critical, understanding of entrepreneurial practices by connecting your experiences to relevant concepts and research evidence. As a result, you will be better placed to: develop your own venture, engage with other entrepreneurial organisations, and take part in wider debates about entrepreneurship in the 21st century.

### **Management beyond the mainstream (B847)**

Many managers work in situations, or face tasks, for which the established toolkit of mainstream, Anglo-American management and leadership – with its ‘command and control’ assumptions, instrumentalism and strong financial focus – is inadequate. This module poses the question ‘What do you do when management is inappropriate, not enough, doesn’t work - or is simply not an option?’. You will explore a number of undercurrents in management thinking, and various alternatives to it – some longstanding, some recently developed. In particular, it will surface issues and questions that tend to be neglected or underplayed by the main management disciplines.

### **Leadership and management in intercultural contexts (B848)**

The increasing intercultural and globally connected nature of twenty-first century business and organisations brings with it new challenges for leading and managing. This module examines conceptions of leadership and management in different cultures and the contested and value-laden nature of the terms and of the expectations they raise in different cultural settings. This includes examination of visual and other media representations of leadership. The module provides opportunities for practising leaders and managers to develop intercultural leadership competence through a combination of critical engagement with theory and practice, through collaborative and experiential learning in cross-cultural groups and through a focused research project.

### **Business operations: delivering value (T883)**

The core of any enterprise is the set of processes that must take place to deliver goods and services that provide value to customers and other stakeholders. To effectively design and manage business operations requires an appreciation of their strategic importance, an understanding of the human and technical factors that impact on their effectiveness, and mastery of appropriate analytical techniques. In this module, concepts and principles are taught using case studies spanning all sectors of the economy: public or private, large or small, manufacturing or service-based, and you’ll have opportunities to apply your learning to your own context.

### **Business, human rights law and corporate social responsibility (W822)**

This module considers how businesses are now expected to conduct their operations nationally and internationally with responsibility and accountability to their stakeholders and wider society. It examines how this expectation is increasingly framed in terms of human rights obligations and addresses questions of human rights emerging in the business context. It explores the imposition of labour standards and examines the issue of accountability for corporate abuses. It also considers the development and application of the concept of corporate social responsibility in different business contexts such as the branding of goods, and examples from the pharmaceutical industry.

#### **Module assessment**

There are a number of assessment vehicles which will test your learning throughout the MBA programme such as examinations, assignments and reflective course work.

## **MBA final module**

### **Making a difference: the management initiative (B839)**

This compulsory capstone module forms the culmination of all your study and learning. This module integrates your learning from your MBA studies and consolidates your ability to make a real difference to your organisation’s performance as a manager or leader. After some preliminary exploration, you will undertake a largely self-directed programme of work based on a real-time management initiative of your own choosing. Through support from a tutor, online tuition, a residential school and web-based resources, the module aims to enable you to ground your management learning in your professional practice as a manager. Throughout the module you will be expected to monitor your own learning and development. Informed by appropriate theory and evidence, critical reflection on your learning and practice as a manager during your initiative will be an important part of the work. The assessment will be based on three reports you are required to produce at key stages of your initiative.

# The corporate link – employee development

By listening to and understanding the requirements of the individual organisation The Open University provides flexible solutions to business critical issues. The Open University has more than 25 years' success in fulfilling organisational needs from large corporates to SMEs across various industry sectors.

The Open University Business School helps thousands of organisations train their managers and staff. Our modules introduce employees to the latest business thinking and require them to apply these ideas immediately to their work environment. The organisation will see an excellent and immediate return on their investment.

Geographically dispersed organisations are especially drawn to The Open University's ability to deliver the same training across the country or the world. Our learning methods give managers a consistent approach to management wherever they are located.

## Why is our MBA so popular with employers?

- It's a mobile and flexible route for training managers, allowing them to study at a time, place and pace that suits them.
- It gives permanent access to one of the world's largest community of MBA management practice.
- It draws on daily management activity so that what your employees learn today, they can put into practice tomorrow.
- It crosses geographical, cultural and sector boundaries – offering equal relevance to the private and public sector.
- It develops not only managerial capability and motivation but also valuable talents such as effective prioritisation, team-working, commitment and personal motivation.
- Training managers through our MBA makes a difference to both the employee and the organisation.

**FACT:** **88%**

of our MBA graduates tell us their MBA has given them greater confidence.

**FACT:** **40%+**

of our MBA students are fully sponsored by their employer.

**FACT:** **75%**

of FTSE 100 companies have sponsored students studying with The Open University.

## Beyond the MBA

### Continuing your professional development.

Short courses for working professionals in companies and organisations are designed and delivered by The Centre for Professional Learning and Development (CPLD) to meet the skills development needs of both employers and individuals.

Each CPLD course uses the most appropriate delivery method or location, usually combining elements of face-to-face, distance and online delivery.

The portfolio of flexible online courses is continually expanding and now exceeds 60. These courses are designed to address skills needs in:

- leadership
- analysis and use of evidence
- financial management
- people management
- project and programme management

- strategic thinking
- communications and marketing
- delivery of key corporate services like IT, HR and finance.

New courses are constantly being added to the portfolio in response to identified market needs. For further information on CPLD courses offered by The Open University please go to [www.open.ac.uk/cpd-courses](http://www.open.ac.uk/cpd-courses).

# Your ticket to a powerful global alumni network

The Open University MBA is the entry ticket to a large and very active business network. MBA graduates automatically become members of our worldwide alumni community.

The Open University Business School Alumni Association has more than 50,000 members worldwide, with established regional groups across the UK and the rest of Europe.

Its mission is to support an active international network of Open University Business School alumni in pursuit of their continuing professional and personal development.

We do this through:

- the development of regional alumni networks
- networking events
- workshops on business management subjects
- the business school lecture series with relevant and challenging speakers
- residential school top-up weekends on topical issues featuring key speakers from a variety of industries
- a dedicated alumni website with membership directory
- a library service
- access to online professional networking
- a variety of professional memberships
- discounts and affinity benefits.

“An MBA is not the end but it is the beginning of a new journey, a new life.”

**Dr. Christoph Weimer, MBA graduate**



# Practical information

## Entry requirements

For direct entry to the MBA you'll need a bachelors degree awarded with honours from a recognised UK university or the equivalent.

### Professional experience

You will need at least three years' experience in a managerial, professional or technical role. Usually this means you are at least 25 years old as it is unusual (but not impossible) to be able to satisfy the 'experience' requirement under this age.

### English language

Your spoken and written English needs to be of an appropriate standard to be able to work effectively at postgraduate level; generally this means capability equivalent to an International English Language Test System (IELTS) score of 6.5.

If your English language is a minimum of IELTS level 5.5 you may like to consider taking *English communication skills for global managers (preMBA)* (LB720).

This course is designed to raise your IELTS score to 6.5. See [www.open.ac.uk/study](http://www.open.ac.uk/study) for further information.

## Fees

The fees for The Open University MBA programme are charged on a module by module basis. Our MBA programme consists of individual modules and you will be charged for the modules as you go through the programme. This means that you avoid having to pay a large programme fee up front. Please check our website for pricing [www.open.ac.uk/study-mba](http://www.open.ac.uk/study-mba).

## Credit transfer

Of the 1800 hours of study required for the MBA, 300 hours can be awarded in recognition of relevant previous study elsewhere. You will still have to complete the compulsory 45-credit Stage 2 assessment module in order to gain the credit.

For more information on credit transfer, click [www.open.ac.uk/credit-transfer](http://www.open.ac.uk/credit-transfer).

## Funding

### Sponsorship

More than 40 per cent of our students are sponsored by their employers. If your employer would like more information about The Open University and the benefits of sponsoring employees then please go to [www.open.ac.uk/employers](http://www.open.ac.uk/employers).

Alternatively, if you require guidance or advice on how your employer can sponsor you, then please call **+44 (0)845 366 6035**.

### Pay by instalments

If you are paying some or all of the cost yourself, you can pay in full when you register, by credit or debit card. Alternatively, UK, European Economic Area (EEA) and Switzerland students can defer or spread the cost with a loan from the Open University Student Budget Accounts Ltd (OUSBA):

- Register now, pay later – OUSBA pays your full fee direct to us. You repay OUSBA interest-free and in full just before your module starts.
- Pay by instalments – OUSBA pays your full fee at registration and you repay the loan in monthly instalments over the length of your module, starting a month after your module begins. Interest is currently charged at 5.0 per cent (APR 5.1).

Find out more at [www.open.ac.uk/ousba](http://www.open.ac.uk/ousba) or by calling **+44 (0)8457 697937**.

## The Crowther Fund (Open University graduates only)

The Crowther Fund was set up as a tribute to the late Lord Crowther, our first Chancellor. It's intended to help Open University graduates build upon their degrees, either by formal study or research or by generally broadening their experience through a period of voluntary work. The fund doesn't take account of financial circumstances. The fund is open to all Open University graduates. The application closing date is 28 February each year.

For further information please email [OU-crowther-fund@open.ac.uk](mailto:OU-crowther-fund@open.ac.uk).

## Start dates

Our MBA programme starts in May and November each year and you will need to register for your modules at least a month before you begin your study. The closing dates for registration are published on our website [www.open.ac.uk/study-mba](http://www.open.ac.uk/study-mba).

## Meet us

We host a number of events in the UK and Continental Europe giving you the opportunity to meet with Open University staff and discuss what it's like to study with us, and what modules we have to suit your needs. At some events you can view our learning materials, or talk to subject specialists.

For details of events near you in the UK, please visit [www.openuniversity.co.uk/mbaevents](http://www.openuniversity.co.uk/mbaevents).

For details of events near you in Continental Europe, please visit [www.open.ac.uk/events](http://www.open.ac.uk/events).

## Talk to us

You are always welcome to contact one of our study advisers who can answer any questions you might have and give you further information about the MBA programme.

Please call The Open University Business School Information Line on **+44 (0)845 366 6035** or email us on [oubs@open.ac.uk](mailto:oubs@open.ac.uk).

If you live in Continental Europe you can contact your local country representative, click [www.open.ac.uk/europe](http://www.open.ac.uk/europe).

## Ways to register

- Online at [www.open.ac.uk/study-mba](http://www.open.ac.uk/study-mba).
- Call The Open University Business School Information Line **+44 (0)845 366 6035**.
- Contact your local country representative in Continental Europe, click [www.open.ac.uk/europe](http://www.open.ac.uk/europe).

## International partners

We have a large number of international partner organisations some of which offer The Open University MBA. For further information, click [www.oubs.open.ac.uk](http://www.oubs.open.ac.uk).

“ It is brilliant because what you find is that you get much better each year. I am much more considered, I am a much better manager. I have learned the art of letting people get on with things. I have learned delegating and leadership.”

Lisa Vernon, MBA graduate

## The Open University MBA programme structure

### Entry requirements

Bachelors degree awarded with honours from a recognised UK university or the equivalent  
**PLUS** a minimum of three years' experience in a managerial, professional or technical role.  
If you do not hold the required qualifications, please see *Open entry route* on page 17.

Stage 1

### Year 1

#### **MBA stage 1: management: perspectives and practice (B716) (600 hours)**

You will cover a range of management approaches, knowledge and competences enabling you to develop as a manager and a leader. You'll improve your awareness of different organisations and the wider global context in which business and management takes place, enhancing your ability to plan and implement changes which will have a real impact on your organisation.

Stage 2

### Year 2

**Corporate finance (B831) (150 hours)**

**1st elective (150 hours)**

**The dynamics of strategy (B835) (300 hours)**

### Year 3

**2nd elective (150 hours)**

**3rd elective (150 hours)**

**Making a difference:  
the management initiative (B839) (300 hours)**

## Contact points for advice and registration

Please visit our website:

[www.oubs.open.ac.uk](http://www.oubs.open.ac.uk)

or, for students resident in the UK and Ireland, please call  
The Open University Business School Information Line:

**+44 (0)845 366 6035**

Lines are open (UK time):

Monday to Friday 08:00 to 20:00

Saturday 09:00 to 17:00

Calls to this number are charged at the UK local rate when calling from a UK landline.

Calls may be recorded for training and security purposes.

From the rest of Europe please contact your local Open University Business School Representative (see our website [www.open.ac.uk/europe](http://www.open.ac.uk/europe) for a list of contacts) or call The Open University in Europe on **+44 191 477 6100**.

For students resident elsewhere in the world, please call **+44 845 366 6035**.

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