

Warwick Business School Elective Module Descriptions

January – July 2022

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| Module Code | Module Title | Location | Dates |
| [IB9KSL](#IB9KSL) | Strategic Leadership for the Healthcare Industry | London | 14-15 & 28-29 Jan 2022 |
| [IB9S30](#IB9S30) | Management of Change | Warwick | 19-22 Jan 2022 |
| [IB9BY0](#IB9BY0andIB98KL) | Managing Organisational Performance | Warwick | 2-5 Feb 2022 |
| [IB94K0](#IB94K0) | Enhancing Business Performance through Governance | Warwick | 9-12 Feb 2022 |
| [IB98KL](#IB9BY0andIB98KL) | Managing Organisational Performance | London | 11-12 & 25-26 Feb 2022 |
| [IB9LCL](#IB9LCL) | Digital Innovation Analytics for Leadership | London | 11-12 & 25-26 Mar 2022 |
| [IB9370](#IB9370) | Corporate Finance | Warwick | 16-19 Mar 2022 |
| [IB9R40](#IB9R40) | Investments and Risk Management | Warwick | 20-23 Apr 2022 |
| [IB9FLL](#IB9FLL) | Healthcare Improvement | London | 29-30 Apr & 13-14 May 2022 |
| [IB9LFL](#IB9LFL) | Leadership and the Art of Judgment | London | 29-30 Apr & 13-14 May 2022 |
| [IB9ZM0](#IB9ZM0) | Managing Sustainable Energy Transitions | Warwick | 11-14 May 2022 |
| [IB9R70](#IB9R70) | Financial Analysis | Warwick | 18-21 May 2022 |
| [IB9KXL](#IB9KXL) | Entrepreneurship & New Venture Creation | London | 10-11 & 24-25 June 2022 |
| [IB9S70](#IB9S70) | Project Management | Warwick | 22-25 Jun 2022 |
| [IB8510](#IB8510) | Mergers & Acquisitions | Warwick | 13-16 Jul 2022 |

IB9KSL Strategic Leadership for the Healthcare Industry

London 14-15 & 28-29 Jan 2022

This module will focus on the following topics:

* Policy and global health context;
* UK hospital reform;
* ambidextrous leaders;
* institutionalising change in healthcare;
* using and mobilising knowledge;
* collaborative knowledge processes;
* health ecosystem dynamics and becoming a strategic player in the wider health ecosystem

Principal Module Aims

* Consolidate and develop knowledge of theories around health systems;
* Apply critical thinking to strategic issues related to health organisations;
* Review and reflect on global contemporary leadership challenges in the healthcare industry.

IB9S30 Management of Change

Warwick 19-22 Jan 2022

The objective of this module is to review current ideas and practices on the what, why, and how of managing change in contemporary organisations (and social systems in general). In particular, the module will examine issues and dilemmas facing those managing change. More specifically, we aim to:

* Highlight the various types of change in organisations and discuss the available approaches and strategies for introducing change, as well as the processes for successfully bringing about, implementing, and institutionalising change.
* Examine the methods and strategies that can be employed to analyse complex organisational systems and decide what needs to change and how.
* Describe the components of planned change, and the 'levers' that need to 'pulled' in order to bring about organisational change.
* Discuss the conditions in which evolutionary and open-ended change (as opposed to planned change) is likely to occur, in conjunction with the management skills that are required for managing the accompanying ambiguity and uncertainty
* Suggest concepts, models and perspectives for understanding the paradoxical nature of organisations as embodying characteristics of stability and change, clarity and ambiguity, planning and emergence, certainty and open-endedness. Consequently, the aim is to draw module participants' attention to the implications of those paradoxes for the effective management of complex, purposeful, indeterminate social systems.

The module will introduce participants to the state-of-the-art thinking in managing organisational change in a way that, on the one hand, brings out the *complexity* of change yet, on the other, seeks to 'complexify' participants' thinking about change. For this purpose the module draws on current research findings from a variety of social science disciplines, as well as on tutors' relevant research and consulting experience. The overall aim of the module is to encourage critical reflection on the complex issues involved in changing social systems, and to increase participants' awareness of those issues. Our underlying philosophy is to move beyond suggesting fashion-ridden, instrumental 'quick fixes' towards appreciation, understanding, and a reflective management of complexity, chance, feedback loops, ambiguity and conflict in organisations.

IB9BY0/ IB98KL Managing Organisational Performance

Warwick 2-5 Feb 2022

London 11-12 & 25-26 Feb 2022

Since the early 1990s, organisations have invested increasing amounts of resources to measure and manage their performance. They have done so for a variety of reasons, including:

* Formulating, implementing and reviewing strategy
* Understanding current performance, benchmarking and promoting improvement Communicating results achieved to stakeholders, thus strengthening corporate brand and reputation
* Motivating employees at all levels, promoting a culture of continuous improvement, and fostering organisational learning.

In academia, considerable attention has been paid on how to measure, manage and improve performance in the areas of operations management, strategy, management accounting , human resources, information systems and marketing. From a managerial point of view, although investments have been steadily growing in both private and public sectors, organizations have struggled to reap the intended benefits. Therefore, it is crucial for executives and management consultants alike to understand how performance measurement and management practices can help deliver improved performance. This module complements elements of performance measurement and management that are covered to some extent in other MBA modules in subjects such as operations management and management accounting. However, this module will be unique in its focus on performance management practices at inter-organizational, organizational and individual levels. This module specifically aims to enable students to:

* design, implement, use and review performance measurement systems as means to implement strategy and improve performance
* gain a realistic view of what current frameworks and tools (e.g., Balanced Scorecards, dashboards) can and cannot deliver
* critically review the role of performance information in organizations.

IB94K0 Enhancing Business Performance through Governance

Warwick 9-12 Feb 2022

Governance is key to business performance. It is important to note that:

* Governance concerns decision-making teams at all levels of the organization (including project teams, management teams, committees, and the board of directors) to ensure that the company succeeds. That is, governance is about much more than boards.
* If you are interested in sitting on a board (e.g. for a small- or medium-sized private company, as an entry point), this can boost your career during and after your MBA. It will (a) expose you to the entire set of company stakeholders, including shareholders, customers, suppliers, pressure groups, employees, government and communities; and (b) enable you to own the company's strategy, rather than developing it for someone else. This exposure will help you develop valuable skills for your career progression; see, for example, https://www.linkedin.com/pulse/you-never-too-young-know-boardroom-fiona-hathorn/
* If you are not planning to sit on a board in the near future, it will still be important for you to know how such decision-making teams work. You will often need to engage with, and present to, such bodies in your career. Understanding the broader agenda beyond self, profits, and power — and how to make governing bodies work effectively — is essential.
* Governance applies equally to for-profit companies, non-profit companies, governmental and non-governmental organizations.

Governance impacts business performance in the following ways:

(1) Decision-making teams must engage with stakeholders when developing and implementing business strategy. Otherwise the strategy risks being little more than a piece of paper. Key company stakeholders include shareholders, employees, suppliers, customers, and local communities (among others). Managers need to prioritize stakeholders and elicit their participation. Stakeholders often have conflicting demands, and managers need to find ways of balancing their interests. Done successfully, this will help ensure that managers develop and implement a successful business strategy.

(2) Decision-making teams need to align the actions of employees toward common goals. Such alignment requires different mechanisms, such as monitoring, support, incentives, whistleblowing, fostering intrinsic motivation, and so on. Where such alignment is missing, companies can deteriorate and in extreme cases fail. There are many well-known examples of such deterioration, with Enron being the most famous one. Teams at all levels of the hierarchy need to develop a mix of measures to steer clear from scandals and keep the business successful.

(3) Relatedly, we need to explore the relationship between governance structures and mechanisms (e.g., private equity, shareholder activism, family businesses) and business performance. To which degree are accepted governance structures effective?

(4) Decision-making teams must ensure that the company retains its "licence to operate". Many companies fail because they focus only on legal compliance and neglect the unwritten rules that society imposes on them. This includes questions such as how to deal with ethical dilemmas, sustainability, and risk. Complying with society's unwritten rules can enhance business performance in many ways, such as attracting talented employees, getting approval for projects, and generating public goodwill in an economic crisis.

IB9LCL Digital Innovation Analytics for Leadership

London 11-12 & 25-26 Mar 2022

This module aims to outline the key principles and concepts in digital innovation and data analytics, including basic concepts for analysing and visualising large data sets. The ideas will be related to current organisations and leadership settings and issues, and they will draw on a range of real-world examples.

Learning Outcomes:

* Understand, assess and analyse a variety of digital innovation and data examples as they are applied to an organisational context
* Develop design and critical skills to evaluate the implications of digital technology and analytics in organisational settings
* Acquire practical skills related to understanding digital innovation and for appreciating data – with some reference to develop analytical and problem-solving skills
* Appreciate the implications data driven strategy for leadership and organisations.

IB9370 Corporate Finance

Warwick 16-19 Mar 2022

The module in Corporate Finance equips students with the economics insight, theory and practice needed to understand the financing of the modern firm, and the impact on the firm of risk and the wider economic and investor environment. The module involves lectures complemented by class discussion and class questions. These classes allow the students to fully connect with the material and practice using the techniques taught. The module includes case studies to further reinforce the learning objectives and ensure students gain a perspective relevant to their professional requirements. Finally the topic is examined by an extended essay in which the student can describe how the module material can be applied to their own professional context. The course emphasises both intuition and application and delivers both an over-view and the necessary technical skills to actually engage with the subtleties of corporate finance.

Topics

* Understanding Valuation
* Risk, Return, and CAPM
* Capital Structure
* Payout policies, corporate governance and corporate control.

IB9R40 Investments and Risk Management

Warwick 20-23 Apr 2022

The objective of this module is to provide an in-depth introduction into the theory and practical applications of Asset Management and Risk Management. The fundamental problem of Asset Management is the choice of an optimal investment strategy within the framework of specific objectives and constraints. As illustrated in recent periods, this can be a challenging task. To start, successful investment management requires an understanding of the characteristics of different classes of financial assets and the mechanics of the markets in which they are traded. These assets are contracts, and we will focus on understanding the contract between seller and investor. The module will also discuss the basic theory that can help understand and analyse the optimal investment decision, based on our knowledge of the risk and return characteristics of the available assets, and the investor's risk and return preferences.

Once an investment strategy is chosen, the question naturally arises as to how to assess the success of the strategy being implemented. The module will introduce a range of different measures of portfolio performance, such as Sharpe ratio, Jensen's alpha, and tracking error, and it will discuss their respective strengths and limitations. One of the key determinants of the optimal investment decision is risk. It is therefore necessary not only to establish methods to measure the relevant risk factors but also to develop techniques to manage – that is, reduce, eliminate, or magnify – risk. The module will discuss duration and value-at-risk as 'industry standards' for measuring market risk and show how these methods can be implemented in practice. The module will also discuss some of the benefits and risks involved in international portfolio investing. Finally, it will cover active investment management in general and hedge funds in particular. The concepts of the course will be applied to case studies and an investment/trading simulation that runs throughout the module and will allow practicing most of the material in a realistic and applied fashion. This module will often include guest speaker sessions.

IB9FLL Healthcare Improvement

London 29-30 Apr & 13-14 May 2022

This module focuses on influences on, outcomes of, and ways of delivering healthcare improvement in practice. The module aims to enable students to extend their understanding of the theoretical issues at play in healthcare improvement, across international contexts. By integrating theory with real-life case studies students will develop an understanding of healthcare improvement strategies which can be applied to their own organisational context.

This module is based around real-life case study examples of healthcare improvement in practice. The case studies will encompass four dimensions of healthcare improvement:

* hybrid clinician leadership
* patient experience, safety and involvement
* improvement in international contexts (inc. ageing populations; resource poor environments)
* organisational environments supporting knowledge sharing.

The rationale for this module is to enable students to identify the key theoretical influences on healthcare improvement projects, and apply the theory of these examples to their own organisational context. This will enhance organisational behaviours in a range of settings.

Principal Module Aims

* Understand the theoretical influences on healthcare improvement projects in a range of international settings.
* Apply their extended understanding to healthcare improvement projects in their own organisational environment.

IB9LFL Leadership and the Art of Judgment

London 29-30 Apr & 13-14 May 2022

We know from everyday experience: Judgement matters in life! It matters even more for those in positions of responsibility and authority. In this module we will explore how acts of leadership, especially 'quiet leadership' - namely, ordinary actions in response to practical challenges and dilemmas - are shaped by the judgements people make. We will inquire into what judgement is, how it is shaped and developed, and the individual as well as organizational conditions in which good judgement flourishes. We will do so by drawing on selected strands of psychology, philosophy and the humanities at large. Such a 'soft' approach may be unusual in business studies but we ignore it at our peril. The human condition is characterised by conflicting loyalties and priorities, and is plagued by meaninglessness, illusions, and a sense of 'throwness'. To lead other human beings one needs a high degree of maturity and self-knowledge, an intuitive grasp of the human condition, and a developed sense of judgement, all of which are uniquely dealt with in great literature and philosophy. It is impossible, e.g. to read Sophocle's Antigone without feeling for the two protagonists, Creon and Antigone, their dilemmas and conflicting loyalties. Shakespeare's Othello introduces us to the psychological weaknesses that plague leaders, such as, in this case, envy and jealousy, as well as to the broader forces that alienate people from one another. We get a sophisticated appreciation of the difficulties of succession in King Lear, the blunting of judgement by blind ambition in Macbeth, or the power of persuasion in Henry V. Great pieces of contemporary literature, such as Miller's Death of a Salesman, Melville's Billy Bud, Sailor, or Frayn's Copenhagen are wonderful guides to explore the complexity of the human condition and its implications for leadership. Great literature portrays people not as saints or devils but as complex beings, facing uncertainty and dilemmas in their lives, driven by an array of motives, and capable for better or worse. Contemporary movies such as The Insider, or TV series such as The Office, capture well some the complexity that pervades corporate life.

Overall, in this module, we will draw on great plays, certain philosophical writings, and strands of psychology to get insights into the complexity of human beings, their motives, choices and actions. The point of it all is not to celebrate that complexity but to understand it, in order to make better choices in organising and managing people. The phronimos (prudent, practically wise) is one who acknowledges complexity and tries to deal creatively with it; one who takes theoria (contemplation) seriously precisely because one wishes to see a little bit more clearly than before and, therefore, wishes to act more wisely.

IB9ZM0 Managing Sustainable Energy Transitions

Warwick 11-14 May 2022

The global energy system is the largest source of anthropogenic greenhouse gas emissions in the global economy. To address the threat of climate change and achieve a sustainable future requires the rapid decarbonisation of energy production, transportation and consumption.

Creating a sustainable energy system presents challenges to and opportunities for businesses, governments and individuals.  This module takes an interdisciplinary view on:

* The strategic transformation of the businesses involved, both incumbents and new entrants
* The political issues of governance as nations and international organisations seek to manage the energy transition
* The social impact of the economic and environmental costs involved in creating a new sustainable energy system that is secure and affordable.

IB9R70 Financial Analysis

Warwick 18-21 May 2022

The Financial Analysis option is designed to complement the three other mainstream modules in accounting and finance. However, only the compulsory Accounting and Financial Management module is a prerequisite.

Financial analysis focuses on the use of financial statement data for company financial performance evaluation, equity valuation and credit analysis. Financial analysis is carried out by analysts working in broking firms, investment banks and fund management businesses. The aim of the analyst is to extract as much information as possible from publicly available financial statements published by companies (and any other data sources he/she might have access to) and to use this information to forecast future financial performance in order to guide equity investment and lending decisions. While analysis and forecasting of financial statements are essential aspects of financial analysis, analysts have a range of forecasting methods, performance measures and valuation methodologies to choose from. The ability to appreciate the strengths and limitations of different techniques and to be able to apply these techniques to practical problems is an essential skill of the analyst which is developed in this module.

## IB9KXL Entrepreneurship & New Venture Creation

London 10-11 & 24-25 June 2022

Please note that the module you select may differ slightly from this description.

The module aims to develop an understanding of entrepreneurs and the firms they create and manage. Entrepreneurship is not only about new ventures or 'small' business or 'early-stage' business, nor even exclusively about for-profit business, rather it is a method of creative problem-solving in business and a logic for taking action in a variety of settings where business can make a positive difference. The module, therefore, will explore the concept of an entrepreneurial mindset and help develop a broad understanding of what entrepreneurship is and what entrepreneurs do.

This module is ideal for students who might be thinking about entrepreneurship and would like to gain a realistic view of what life as an entrepreneur might look like. The module combines academic literature to provide the framing for the module but also includes case studies, guest speakers and reflective exercises to ensure a balance of academic and practical / applied content.

Upon completing this module, students should be able to:

* Define entrepreneurship and distinguish between the various forms that entrepreneurship can take
* Identify the features of an entrepreneurial mindset and explain the behavioural and attitudinal implications of such a mindset
* Analyse and critique elements of the entrepreneurial process and the issues within each (i.e. entrepreneurial opportunity identification, evaluation and exploitation) including the role of key actors (such as co-founders and investors)
* Relate to the real life experiences (positive and negative) of an entrepreneur and demonstrate a broad and realistic understanding of the implications of starting a business including the rewards and challenges
* Engage in critical, creative and reflective thinking.

IB9S70 Project Management

Warwick 22-25 Jun 2022

The term 'project management' has been associated with the application of a set of tools and techniques developed by engineers in the middle of the last century. These tools and techniques provided a means to understand a complex set of interconnected tasks and their durations. Today, as reflected in this module, the term refers to the broadest application of leadership and management, at both tactical and organisational levels, in pursuit of the delivery of organisational objectives through projects, programmes and portfolios.

Our consideration of the tasks of leadership and management is consistent with a number of highly insightful research streams, which have treated these as being in response to the particular complexities being faced at that time. The three dimensions of complexity are structural (associated with the scale of the endeavour, the number of people involved, the number of interdependences and the pace), socio-political (people, power, politics, agendas, conflicts) and emergent (uncertainty and change). As a result of this approach, a much richer consideration of 'project management' beyond the tools and techniques is possible.

In addition, there is a role for the leaders of organisations in designing the environment in which great projects can take place. The subject is highly dynamic and now the focus of intense efforts by individuals and associations, for the professionalisation of project management. Despite this, there is a recognised performance paradox - the levels of success being achieved by organisations in their projects is inconsistent with the importance of those projects and much lower than the extent of the application of 'project management' would suggest. This performance paradox requires us to engage in rethinking existing approaches to leading and managing project work, and the context provided by organisations for that work.

This module provides experienced managers with the opportunity to reflect on and critically review the projects that they have been involved in at the same time as consolidating their best practice within the frame of the new perspectives that the module provides with regard to the complexities that the modern world of work throws at us.

IB8510 Mergers and Acquisitions

Warwick 13-16 Jul 2022

Today's companies must swiftly respond and adapt to new developments. To relay these developments, most large firms today consist of multiple business units which try recognize and appropriately respond to signals that their changing environment. These business units are managed through a corporate center (or strategy / corporate staff department) which is responsible for the firm's corporate strategy and its desired scope. Corporate development activities, e.g., mergers and acquisitions and strategic alliances, are key strategic instruments to realize the firm's strategic objectives, implement growth ambitions, and alter the firm's scope. Beyond their importance for managers, the surge in corporate development activities globally has also sparked a continuing interest in these topics by strategy consultants and financial advisors. This course provides participants with key insights and understanding of the contents, context, and process of decision-making in corporate development activities such as mergers and acquisitions and strategic alliances including joint ventures.

The main aims of this course are: (1) comprehend how corporate strategy is linked to different growth strategies, (2) understand when what types of governance form is appropriate, (3) evaluate key issues on content, context, and process in mergers and acquisition (M&A), and (4) assess decision making processes within M&A and across corporate development activities. Also, having passed this course, participants will be able to create, use, or adjust techniques and tools that relate to different M&A phases, e.g., (a) strategic white paper (b) governance mode model, and (c) sales integration approach.

While more emphasis is given to large established firms, the course also has clear implications on how entrepreneurial ventures deal with M&A decisions. Participants in this course will benefit from various sources of knowledge from M&As – both real world experience and academic research – and will participate in case discussions illustrating the principles behind strategic decisions. As a more direct way to learn, participants will also conduct an individual assignment, more particularly an M&A case analysis project, in which these principles and key learnings will have to be applied. By examining various modes of growth and restructuring of the firm from a corporate strategy perspective, the course reinforces related offerings in the strategy domain through online and interactive content.