

Warwick Business School Elective Module Descriptions

January-July 2023

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| Module Title | Module Code | Location | Dates |
| Negotiation Theory and Practice | IB9GEL | London | 13-14, 27-28 Jan 2023 |
| Strategic Leadership for the Healthcare Industry | IB9KSL | London | 13-14, 27-28 Jan 2023 |
| Mergers and Acquisitions | IB850L | London | 3-4, 17-18 Feb 2023 |
| Economics of the Business Environment | IB9LHL | London | 3-4, 17-18 Feb 2023 |
| Managing Organisational Performance | IB9BY0 | Warwick | 8-11 Feb 2023 |
| Leading Organisations: Performance, Stakeholders & Governance | IB94K0 | Warwick | 15-18 Feb 2023 |
| Digital Transformation | IB9KPL | London | 10-11, 24-25 Mar 2023 |
| Investments & Risk Management | IB9R40 | Warwick | 15-18 Mar 2023 |
| Leadership and the Art of Judgement | IB9LFL | London | 21-22 Apr, 5-6 May 2023 |
| Leading & Managing Change | IB9S30 | Warwick | 26-29 Apr 2023 |
| Improving Health Systems | IB9FLL | London | 28-29 Apr, 12-13 May 2023 |
| Managing Sustainable Energy Transitions | IB9ZM0 | Warwick | 3-6 May 2023 |
| Organisation Design | IB9PT0 | Warwick | 10-13 May 2023 |
| Strategy and Practice | IB9KFL | London | 12-13, 26-27 May 2023 |
| Supply Chain Management | IB98B0 | Warwick | 17-20 May 2023 |
| Managerial Economics | IB9160 | Warwick | 24-27 May 2023 |
| Financial Analysis | IB9R70 | Warwick | 31 May - 3 June 2023 |
| Entrepreneurship & NVC | IB9KXL | London | 2-3, 16-17 Jun 2023 |
| Managing Organisational Performance | IB98KL | London | 9-10, 23-24 Jun 2023 |
| Project Management | IB9S70 | Warwick | 28 Jun-1 Jul 2023 |
| Mergers & Acquisitions | IB8510 | Warwick | 12-15 Jul 2023 |

**Negotiation Theory and Practice IB9GEL**

**London 13-14, 27-28 Jan 2023**

Negotiation is the art and science of creating and distributing value among parties with distinct interests, in which all the parties have a say in what is decided. Negotiations are both formal and informal. If you attend a film with some friends and end up watching a film that at least some of you did not want to see, then you have taken part in a group negotiation (and if you don't like then maybe you could have negotiated differently). If you find that you always do the dishes at home, while your partner does the vacuuming, then a negotiation has taken place, even if it was unspoken. (If you do both or neither then you might also consider renegotiating). If you go to the supermarket and need to keep your distance from other shoppers, then the actions you take to ensure that will be a negotiation. But of course, there are many situations that we all recognise or label as negotiations. Buying a car. Agreeing on mergers or acquisitions. Designing an international treaty. Negotiating the ransom for a hostage. We will be thinking broadly about what negotiating is as the guidelines and rules of negotiation apply broadly as well.

This module will cover the state-of-the-art of negotiation skills and concepts for professionals, with a highly interactive format designed to help you practice and develop your skills while understanding the range of possible approaches. During the module you will observe negotiations, you will engage in negotiations, and you will actively discuss key negotiation ideas and concepts. This will provide you with a clear understanding of important concepts and strategies in negotiation as well as experience in applying these in real-world situations. Together, these skills will help you to think about negotiations from multiple perspectives and give you deeper insight into how to achieve better outcomes.

**Strategic Leadership for the Healthcare Industry IB9KSL**

**London 13-14, 27-28 Jan 2023**

This module aims to develop a broad understanding of health systems and critical thinking in relation to leadership challenges within the global health sector. The module is based on real-life cases and integrates theories around collaborative, policy and value challenges in delivering modern health care. Students can expect to gain insight from a range of perspectives, a mix of theory with practical insight as well as frameworks to support holistic thinking in a range of leadership roles.

Learning outcomes include the ability to:

* demonstrate intellectual breadth by making integrative links across the healthcare ecosystem
* demonstrate creativity, critical evaluation and decision-making skills in relation to strategic leadership challenges
* manage healthcare stakeholder interest

The cases will be presented through a mixture of lectures, written cases and interactive class discussions. Outside speakers will also be invited to give insight into the practicalities of healthcare improvement in the UK context. By the end of the module, students should be able to:

* demonstrate a broad knowledge and understanding of global healthcare systems
* critically analyse healthcare reform and its influence on the wider health ecosystem
* critically discuss current leadership challenges in the health sector
* demonstrate intellectual development by using theoretical insights to guide future professional work
* integrate prior knowledge and experience of healthcare with new concepts and theories

**Mergers and Acquisitions IB850L**

**London 3-4, 17-18 Feb 2023**

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 recognise 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 realise 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 module 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.

**Economics of the Business Environment IB9LHL**

**London 3-4, 17-18 Feb 2023**

One aim of this module is to equip you with the economic tools useful to you as managers. The tools help with decision making in a business environment. They will allow you to interpret financial and economic data with the help of economic theory. Economics has a rigorous side.

For example, everyone will be familiar with the recent discussion on the effects of health policies to contain the transmission of Covid-19 on the economy. What are the expected effects of the pandemic on economic growth and inflation? Would the expected outcomes change if we consider the Covid-19 pandemic as mainly a shock affecting the economy's supply of products and services? Are the expected effects temporary or permanent? Which economic policies are available to reduce the adverse effects of the Covid-19 pandemic shock in the economy? Is supporting jobs via a furlough scheme the only policy available? Would monetary policy help? What are the consequences of these economic policies on business organisations? How do the effects depend on the characteristics of the market that these organisations face and the type of product they sell?

This module will answer these and many more immediate relevant questions to businesses and your career path.

In summary, this module will give you:

* an enhanced knowledge of the global economy and of key current events
* an understanding of key elements of economic theory and the ability to use them
* an appreciation of the internal economics of a business
* an awareness of options for business in the short and long term
* an understanding of the effects of policy-making on business
* an increased understanding of how managers cope with uncertainty.

**Managing Organisational Performance IB9BY0/IB98KL**

**Warwick 8-11 Feb 2023 / London 9-10, 23-24 Jun 2023**

The measurement, management and improvement of performance are essential for the success of any organisation. In this module, we look at the connections between strategy, performance measurement and decisions and actions and discuss how these can positively affect the performance of individuals and organisations. We start by considering how strategy can be implemented: this is a key issue, as organisations may design appropriate corporate and business strategies, but they often fail to execute them. Therefore, we will consider how this could be avoided and, in particular, how strategy maps and performance measurement systems (balanced scorecards, dashboards, etc.) could help put strategy into practice.

We then discuss the various roles of performance measurement systems which include: monitoring and controlling current activities and processes; enabling benchmarking; providing information to internal and external stakeholders; stimulating learning and improvement; and, most importantly, influencing behaviours. Over the past two decades, the vast majority of organisations in all sectors have increasingly invested in the design of measurement systems to achieve greater alignment and encourage positive behaviours. However, while there are a many successes, in various cases they have ended up promoting gaming and attaining exactly the opposite results to those intended. In this module we will look at how to design, implement and use effective measurement systems in different contexts.

Finally, we will discuss various aspects related to motivation, decisions and actions, considering specific tools (e.g., performance indicators, targets, rewards) and ask broader questions, including: how can we create a performance culture? What is the role of leadership in creating a sense of purpose that is then made real to employees through a performance measurement and management approach?

This module is strongly rooted in the real world: we will look at the latest thinking and tools, carry out exercises (e.g., on how to develop strategy maps, scorecards, targets and indicators) and use real cases from large companies and SMEs, private, public and not-for-profit organisations, and we will have guest speakers from industry. At the same time, we will look for relevant academic work that could explain why certain approaches work or not, and what we could do to effectively manage performance in organisations.

**Leading Organisations: Performance, Stakeholders & Governance IB94K0**

**Warwick 15-18 Feb 2023**

Academic rationale

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 prioritise 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 a crisis.

Module aims/objectives

1. Understand the role of governance at all levels of the organisation
2. Appreciate why governance impacts business performance
3. Apply tools for analysing and managing stakeholders
4. Learn and debate theoretical perspectives on governance
5. Develop mechanisms to align employees' actions toward common goals
6. Consider how dynamics inside decision-making teams influence business outcomes
7. Critically examine national differences in governance and how they impact the success of mergers and acquisitions
8. Discuss specific topics, such as shareholder activism, private equity, family businesses and diversity

**Digital Transformation IB9KPL**

**London 10-11, 24-25 Mar 2023**

Digital Leaders shape strategy formulation in an era of data-driven digital transformation. Using unique value propositions and innovative business models they find solutions to capture and to create value. The module seeks to develop the understanding to build digital business models for future business success and sustainability. It offers a business-focused understanding of platform strategy, artificial intelligence, and new data analytics approaches. It also seeks to develop an understanding of the managerial skills required for successfully leading digital transformation, where knowledge is needed that cuts across the different digital domains. The general aim of this module is to offer a broad perspective on digital leadership and its relevance for contemporary businesses.

**Investments & Risk Management IB9R40**

**Warwick 15-18 Mar 2023**

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 not only necessary to establish methods to measure the relevant risk factors but also to develop techniques to manage (i.e., 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. Once the necessary tools to measure risk have been developed, the focus will be on the management of risk, such as the use of derivatives to alter the risk profile of portfolios. 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.

**Leadership and the Art of Judgement IB9LFL**

**London 21-22 Apr, 5-6 May 2023**

We know from everyday experience: judgement matters in life! It matters even more for those in positions of responsibility and authority. As the distinguished management scholar James G. March has remarked, 'underlying many leadership skills is a basic one - the capability to use judgement informed by analysis and experience'. However, it is not only the most visible leaders, the very top people in the organisation, who exercise judgement, but everyone else as well, 'quietly' facing everyday practical problems that are messy, ambiguous and involve hard choices. Moreover, it is not only moral issues calling for judgement (i.e., questions of right and wrong) but several other cases in which one does not know apparently how to proceed. A manager dealing with a valued employee suspected of stealing, a line worker discovering a serious defect in a product's safety seal, or a loan officer finding out about a serious accounting error are ordinary cases calling for judgement, just like more heroic acts of leadership do (such as entering an entirely new market or reversing a long-held policy). Practitioners are called upon to use their judgement when they do not know how to go on in a practical situation and need to assess the particularity of the situation facing them, as well as any general principles that may apply, and act in a prudent and responsible manner. Judgement grows with experience; good judgement is a manifestation of wisdom.

The study of judgement, in one way or another, has been very long indeed. For Aristotle, the highest intellectual virtue for a practitioner is *phronesis* - practical wisdom. Contrary to other intellectual virtues, such as *episteme* (science) and *techne* (making), *phronesis* deals with things that can be otherwise (contingencies) and involves a refined sense of judgement to act in a way that, on the one hand, a practitioner pursues certain good ends for people, while, on the other hand, he or she does so within ever variable, context-dependent circumstances. Whereas *episteme* deals with general principles of an invariant kind and *techne* only deals with how to make something, *phronesis* aims at situational judgement, the kind of flexible thinking that tries to reconcile the generic and the specific, the ethical and the instrumental, the rational and the emotional, the timely and the timeless, the collective interest and the personal pursuit.

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 organisational 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, for example, 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) weak character, 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 of 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.

**Leading & Managing Change IB9S30**

**Warwick 26-29 Apr 2023**

The objective of this module is to review relevant past and current ideas and practices on the what, why, and how of managing change in contemporary organisations. It will focus on examining issues and dilemmas facing those managing or coping with change, building on research findings from a variety of social science disciplines, as well as on lecturers' experience.

More specifically, we aim to:

* highlight the varied types of change in organisations and discuss the available strategies for introducing change, as well as the processes for successfully negotiating, implementing and stabilising change
* examine the methods and strategies that can be employed to analyse complex organisational systems and decide what ought to change and how
* discuss the conditions in which evolutionary and open-ended change (as opposed to planned change) is likely to occur, in conjunction with the skills required for managing the resulting ambiguity and uncertainty
* understand in a complex way the paradoxical nature of organisations as including characteristics of stability and change, clarity and ambiguity, planning and emergence, and certainty and open-endedness, and explore the implications of those paradoxes for effective management and coping.

The overall aim of the module is to encourage nuanced understanding on change in organisations as complex social systems. Our underlying philosophy is to move beyond suggesting easy, instrumental, one-size-fits-all 'quick fixes'. Instead, we aim to stimulate appreciation of feedback loops, ambiguity and conflict in organisations, as well as the importance of contextual understanding, and provide the tools to better engage these in students' future work.

**Improving Health Systems IB9FLL**

**London 28-29 Apr, 12-13 May 2023**

This module is based around real-life examples of how to improve health systems in practice. Our focus encompasses four dimensions:

* improving healthcare in international contexts
* hybrid clinician leadership
* organisational environments supporting knowledge sharing
* patient experience, safety and involvement.

The module will be presented through a mixture of lectures, written cases and interactive class discussions. Outside speakers will also be invited to give insight into the practicalities of improving health systems. By the end of the module students should be able to:

* Demonstrate a broad knowledge and understanding of influences on improving health systems.
* Draw on international examples to understand theoretical explanations of the challenges of improving health systems.
* Integrate new knowledge with prior experience and be able to apply it to their own organisational context.
* Demonstrate intellectual development by using theoretical insights to guide future professional work.

**Managing Sustainable Energy Transitions IB9ZM0**

**Warwick 3-6 May 2023**

The global energy system, historically based on the production and combustion of fossil fuels, is responsible for over 70% of anthropogenic greenhouse gas emissions in the global economy. Therefore, to address the threat of climate change and achieve a sustainable future requires the rapid decarbonisation of energy production, transportation and consumption. However, recent events such as the energy price crisis and the war in Ukraine have reasserted the importance of energy security and affordability. Creating a sustainable, affordable and secure energy system presents challenges to and opportunities for businesses, governments, societies and individuals. This module takes an interdisciplinary view on:

* The strategic transformation of the businesses involved, both incumbents and new entrants
* The (geo) political issues of governance as states and international organisations seek to manage energy transitions while ensuring security and affordability.
* The social impact of the economic and environmental costs involved in creating a new sustainable energy system that is secure and affordable.

**Organisation Design IB9PT0**

**Warwick 10-13 May 2023**

Nowadays, organisations are subject to a wide set of challenges, which keep requiring from them the ability to not only answer them, but, sometimes, even reinvent themselves. Issues such as the globalisation, the ever-increasing relevance of Ethics and Social Responsibility, the emergence of digitalisation and the growing importance of diversity, are just a few of the trends defying organisations.

Organisation Design plays a key role in this regard insofar as it looks into how the new required balances can be achieved. That is, the approach to these new challenges requires a holistic view, striving to achieve the adequate fit among the organisation's key elements, such as leadership style, climate, size, environment, technology, strategy and structure. In this context, this module provides students with an understanding of the main elements influencing the design of an organisation, with particular emphasis on the role of management.

The module has both intellectual and practical relevance. Intellectually, the module situates the role of management and leadership in the design and implementation of organisational design principles. More specifically, the module goes through the main conceptual frameworks informing the assessment and design of strategy, structure, processes and people. Drawing on concepts developed in strategy and organisational behaviour modules, this module provides an in-depth and advanced understanding of how to assess and design organisations in the face of uncertain, complex and ambiguous contexts.

On the practical side, the module provides you with a tool to guide the organisation and its managers through this process of adjusting and fitting.

**Strategy and Practice IB9KFL**

**London 12-13, 26-27 May 2023**

This module examines the issues involved in putting strategy into practice. As such it is concerned to a large extent with the problems of implementation. How are strategies put into practice and what opportunities and obstacles might be in the way? How might we characterise the processes of implementation and what do we know about any relationships there may be with organisational performance? These are the central concepts of implementation, or 'acting' strategically.

However, this course is also about thinking strategically, so it is not just concerned with implementation. When organisations and individuals think strategically, they are not simply looking at how to gain competitive advantage from efficiency gains (for example) but are also looking ahead to both the implementation of that strategy and other associated strategies in the organisation. Thinking strategically is about developing both in-sight and foresight at the same time.

In order to achieve this, we must understand what it is that managers do when they act strategically. What actions do they take and what skills and knowledge do they need to develop in-sight and foresight? In addition, we have to understand the context in which these managers operate. This ranges from the context of individual organisation to the contexts of sector, ownership and governance.

In all of these respects, Strategy and Practice emphasises the process approach to strategy, rather than the positioning approach (which examines the competitive position of a firm in relation to its competitors). Intellectually, the module draws primarily upon the sub-disciplines of strategic management, macro-organisational theory and the management of strategic change.

**Supply Chain Management IB98B0**

**Warwick 17-20 May 2023**

The module focuses on the structural elements of SCM (the design of supply networks, the design and management of business contracts and supplier relationships) and the management of business processes that extend far beyond single companies.

Its specific objectives are to:

* provide a holistic strategic view of SCM as a source of competitive advantage
* acquaint students with the relevant theory and key techniques for supply chain excellence
* demonstrate the need for co-ordination of the processes of the actors involved in a supply network
* demonstrate how some operational details and policies can affect entire extended enterprises
* examine the current developments in the fields of outsourcing, contract management, supplier relationship management and logistics
* facilitate business research into SCM in practice
* prepare the students for a variety of commercial roles.

**Managerial Economics IB9160**

**Warwick 24-27 May 2023**

Objectives

This module provides the concepts and tools most useful to you as managers to undertake an economic analysis of business decision making issues. It aims to explore the application of economic theory to corporate decisions in an uncertain environment. The formal study of the subject will help you to make better managerial decisions.

Learning outcomes

By the end of the module, students should be able to:

* Understand why firms exist and how they organise and coordinate their activities and resources.
* Appreciate the importance of the asymmetry of information in economic relationships, and discuss some of its implications for the optimal design of contracts.
* Apply game theory to the analysis of business decision making.
* Demonstrate an understanding of economies-of-scale and of-scope for formulating competitive strategy.
* Understand the reasons that influence the decision of the firm to 'make' (hierarchy) or 'buy' (market).

**Financial Analysis IB9R70**

**Warwick 31 May - 3 June 2023**

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 brokerage 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 that they might have access to). It is about how to use this information to forecast future financial performance 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.

# **Learning outcomes**

The main objective of the module is to provide students with the tools to analyse firm financial performance from published financial statements and to carry out a business valuation, building on this analysis. A further objective is to encourage students to use the valuation-based framework to analyse the 'quality' of accounting information. The learning outcomes are as follows:

1. Understand and apply business valuation models that use accounting numbers
2. Develop a more complete understanding of the strengths and limitations of accrual accounting as a source of information for investors
3. Gain a fuller understanding of the importance of ratio analysis to investors and analysts and learn how to apply a value-based approach to ratio analysis
4. Gain the ability to prepare a complete valuation analysis and carry out sensitivity analysis on the key assumptions
5. Understand the factors determining quality of accounting information and understand empirical research on value relevance research (concerned with assessing the market's use of different types of accounting information)

**Entrepreneurship & NVC IB9KXL**

**London 2-3, 16-17 Jun 2023**

The intention is that taking the module will contribute to you developing an entrepreneurial mindset; the attitude and skills, which are the necessary hallmarks of successful value creators. In the module we aim to challenge the way you think about entrepreneurs and entrepreneurship and help you engage more effectively with a world in which entrepreneurship is a key driver of (hopefully positive) change.

This module is not about teaching you how to write a business plan. The business plan constitutes just one tool in the entrepreneur's arsenal, for which there exists a tremendous amount of information readily accessible on the internet. However, without a real insight or idea that you are genuinely interested in, writing a business plan is not a particularly meaningful exercise. Also, if you are motivated, have a genuine insight and are credible, the business plan will get written. Instead, we will help you reflect on how you can develop and/or unleash your entrepreneurial mindset with a view to applying this mindset in a variety of different ways and contexts.

# **Objectives**

On completion of the module, students should be able to:

* define entrepreneurship and distinguish between the various forms that entrepreneurship can take
* identify (and apply some of) 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 by experimenting with (some of) the practices associated with the entrepreneurial mindset.

**Project Management IB9S70**

**Warwick 28 Jun-1 Jul 2023**

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 consistent 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.

We have supplied some readings that we will refer to during the module. It is important that you are familiar with these readings in advance of the class. In addition, there will be time during the module to consider the approaches of your own organisation and to apply different approaches to a case study.

Learning objectives

1. To develop understanding of a number of different project, programme and portfolio management approaches and to make comparisons with your own organisation.
2. To develop sensitivity to different project environments and to make comparisons and conclusions about them.
3. To increase your understanding of commercial and behavioural issues in the management of projects.

**Mergers & Acquisitions IB8510**

**Warwick 12-15 Jul 2023**

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 recognise 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 realise 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 module 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.

What you can expect

This Advanced Module blends case studies with key readings containing state-of-the-art insights on mergers and acquisitions and corporate growth strategies. The module analyses the various corporate growth strategies available to firms to create and capture economic value. And it challenges you to advance your theoretical understanding and practical grasp of key strategic topics.

The objectives of this module are to:

* comprehend how corporate strategy is linked to different growth strategies
* understand when what types of governance form is appropriate
* map the distinct mergers and acquisition (M&A) phases
* evaluate the key decisions in each of the M&A phases