

Exchange Elective Modules 2023-24

Module Title	Code	Location	Dates of Attendance (all required)
International Business	IB9KNL	London	29-30 Sep, 13-14 Oct
Strategy & Practice	IB9T10	Warwick	4-7 October
Behavioural Sciences for the Manager	IB9AP0	Warwick	18-21 Oct
Behavioural Finance: Psychology and Financial Decisions	IB849L	London	20-21 Oct, 3-4 Nov
Leadership & the Art of Judgement	IB97R0	Warwick	8-11 Nov
Business & Sustainability	IB9QXL	London	10-11, 24-25 Nov
Digital Innovation in the Healthcare Industry	IB9130	Warwick	15-18 Nov
Strategic Leadership Development	IB9FYL	London	17-18 Nov, 1-2 Dec
Creating Sustainable Organisations	IB9RE0	Warwick	22-25 Nov
Entrepreneurship & New Venture Creation	IB9C30	Warwick	29 Nov-2 Dec
Strategic Leadership for the Healthcare Industry	IB9KSL	London	5-6, 19-20 Jan
Leading & Managing Change	IB9S30	Warwick	10-13 Jan
Negotiation Theory and Practice	IB9GEL	London	12-13, 26-27 Jan
Mergers and Acquisitions	IB850L	London	2-3, 16-17 Feb
Financial Analysis	IB9LXL	London	2-3, 16-17 Feb
Managing Organisational Performance	IB9BY0	Warwick	7-10 Feb
Economics of the Business Environment	IB9LHL	London	9-10, 23-24 Feb
Leading Organisations: Performance, Stakeholders & Governance	IB94K0	Warwick	14-17 Feb
Investments & Risk Management	IB9R40	Warwick	28 Feb-2 Mar
Digital Transformation (previously: Digital Leadership)	IB9KPL	London	8-9, 22-23 Mar
Improving Health Systems (previously: Healthcare Improvement)	IB9FLL	London	5-6, 19-20 Apr
Leadership and the Art of Judgement	IB9LFL	London	12-13, 26-27 Apr
Strategy & Practice	IB9KFL	London	3-4, 17-18 May
Managing Sustainable Energy Transitions	IB9ZM0	Warwick	8-11 May
Leading & Harnessing Diversity	IB9QYL	London	10-11, 24-25 May
Supply Chain Management	IB98B0	Warwick	15-18 May
Organisation Design	IB9PT0	Warwick	15-18 May
Managerial Economics	IB9160	Warwick	22-25 May
Managing Organisational Performance	IB98KL	London	31 May-1, 14-15 Jun
Entrepreneurship & NVC	IB9KXL	London	7-8, 21-22 Jun
Project Management	IB9S70	Warwick	26-29 June
Mergers & Acquisitions	IB8510	Warwick	3-6 July
Financing Innovation	IB9RJ0	Warwick	17-20 July

All information including dates and availability subject to change

Module Descriptions

IB9KNL International Business

Introductory description

The main aim is to build on participants' knowledge of the global economic and business environment and link this to strategies for managing in changing global contexts.

Module aims

The main aim is to build on participants' knowledge of the global economic and business environment and link this to strategies for managing in changing global contexts. Key questions are: How do changes in this environment affect the ways in which companies do business and managers manage across borders: How should firms and individual managers respond (in theory)? How can they respond (in practice)?

Topics will include: the drivers and processes of internationalisation, cross-cultural management challenges, the assessment of overseas investment opportunities and the specific challenges of emerging markets.

IB9T10 Strategy & Practice

Introductory description

This course 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 course draws primarily upon the sub-disciplines of strategic management, macro-organisational theory and the management of strategic change.

Module aims

This module is about understanding how strategy is implemented at the individual, team and organizational levels. It focuses on raising understanding of the ways processes and tools can enhance strategy implementation. Sessions provide the basic analytical concepts, frameworks and methods used in setting long term direction for the firm as well as discuss the difficulties frequently found in implementing strategy. The module helps the practitioner by providing an integrated approach to business within which one can see not only the overall strategic intent, but also the differentiated and distinct contributions that different functions and teams make towards this intent.

IB9AP0 Behavioural Sciences for the Manager

Introductory description

In virtually every aspect of your life as a manager (and as a person), you will be dealing with the reality of human behaviour, that of employees, competitors, customers and the marketplace – which is the aggregate behaviour of all humans. You will also be dealing with the reality of your own behaviour and any biases or predispositions you might have. In this module you will learn how to understand key aspects of human behaviour, and how this understanding can help you improve your outcomes in the workplace and in your day-to-day life.

Module aims

In this module, you will:

- Increase your effectiveness as a manager and a negotiator by educating your intuitions (and sometimes circumventing them).
- Understand how we all often make decisions under risk and over time as if we still lived in the Stone Age, and why this isn't always good.
- Acquire simple but rigorous tools that can make our decisions more effective.
- Recognise biases in quantitative judgment, including overconfidence.
- Recognise ethical traps, and ensure that your organisation does not set them, and that you do not fall into them.

IB849L Behavioural Finance: Psychology and Financial Decisions

Introductory description

Whereas standard economic theories typically assume that people make the best choices in every situation, a large body of evidence from psychology indicate that decisions are systematically biased. This module will introduce these behavioral biases, and bring an applied behavioral viewpoint to classical problems in financial management, discussing how these biases can affect corporate decisions, and more generally the prices of financial securities. The module will be largely applied, using business cases and articles to emphasize real-world aspects of the discussed problems. The mathematical content is relatively minimal, and will be explained in simple terms.

Module aims

The module aims to introduce students to the key behavioral biases that people may exhibit when making decisions under uncertainty, and discuss the implications of these biases for corporate decision making and financial markets as a whole. By studying this module, students should be able to identify and limit the effects of the biases on their own decisions, and to be able to interpret market trends from a behavioural perspective.

IB97R0 Leadership & the Art of Judgement

Introductory description

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 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.

Module aims

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

- Appreciate the ambiguity, contradictions and complexity of acts of leadership
- Sharpen your ability to frame problems, choices, and weigh what is at stake in particular contexts
- Enhance your self-knowledge
- Sharpen your perceptual skills through great works of literature
- Refine your judgement and sharpen your practical wisdom
- Develop complex capacity to handle ambiguity and complexity in challenging situations in organisations.

IB9QXL Business & Sustainability

Introductory description

The concept of sustainability presents an often complex and ambiguous challenge for businesses operating in the 21st century: Climate change, resource depletion and environmental degradation as well social inequalities and poverty to name just a few widely affect political and strategic decision-making. This module adopts a systemic perspective to uncover the origins behind the concept and understand the inter-relationships between the multitude of social and environmental concerns. Importantly, it also introduces frameworks and practices for addressing these global issues at both societal and business levels.

Module aims

The aim of this module is both to equip students with the knowledge for understanding the underlying complexities in tackling sustainability challenges, and to provide them with an innovative and practical toolkit supporting their management and leadership approaches.

IB9130 Digital Innovation in the Healthcare Industry

Introductory description

The module starts with the premise that a fundamental restructuring of the healthcare industry is underfoot, where health strategies will be radically altered to reflect the contribution of digital innovation. The impact of these changes will be felt in two ways. Firstly, the day-to-day care of individuals and of populations will be transformed as new modalities of interaction and new interventions emerge which are digitally supported. Secondly, the “Big Data” revolution will be harnessed to enable new insights and new contributions to practice and policy. The imperative is to have a digital strategy rather than just a business strategy. This calls for the need to innovate, where healthcare stakeholders are looking to new technology solutions, actionable insights, cross-industry collaboration and engagement for improved health care delivery. The module will examine the challenges and opportunities involved from a number of disciplines and perspectives.

Module aims

The module will enable the students to explore theories, concepts and research findings, broadening their understanding of the growth in digital innovation in healthcare whilst considering the key factors impacting on digital healthcare solutions. They will have the opportunity to engage with industry experts as well as to consider the theoretical challenges.

IB9FYL Strategic Leadership Development

Introductory description

This is an advanced leadership module aimed primarily at those programme members who have aspirations to climb to the strategic apex of their organisations i.e C-SUITE level. The aim of the module is to create the conditions in which programme members can experience what it's like to challenge their thinking and feelings in relation to becoming a strategic leader in a VUCA world. The module aims to provide a 'lived and embodied experience' of what it means and feels to act as a strategic leader. To this end we organise a 'discovery experience' typically to a host organisation outside of the Shard to provide the opportunity to explore, reframe and test what it means for participants to be a leader with a clear sense of purpose, agility and resilience.

Module aims

This module aims to:

- Develop an understanding in individuals about key leadership development concepts
- Develop the capability in individuals to engage with leadership development practices based on relevant leadership thinking
- Develop a critical and analytical approach to leadership development thinking and practice
- Encourage programme members to discover and apply leadership development strategies, tools, practices from a variety of leadership perspectives.

IB9RE0 Creating Sustainable Organisations

Introductory description

Corporate sustainability is the management of the organisation to achieve positive social, environmental and economic outcomes over time. A stream of global challenges, from climate change to Covid-19, has highlighted the need for businesses to be agile in the face of natural and social change. Increasingly, organisations aspiring to be sustainable define their very purpose around meeting societal and environmental goals and identifying business opportunities accordingly.

However, sustainability is a journey not a destination. Many firms and nonprofits now have a chief sustainability officer, head of sustainability or head of corporate responsibility who looks to drive this change. This module provides a toolset for leading such a sustainability function. Equally, becoming a more sustainable organisation is everyone's job, so the module aims to equip all managers to participate in forming and delivering sustainability strategy.

The module is highly practical. As well as looking at a range of case study organisations, each lesson culminates in an exercise applied to the student's own organisation, whether for-profit or not (or, if preferred, to another organisation). The assignment pulls these together into a report proposing a 'triple-

bottom-line' (social, environmental and economic) scorecard for the organisation, and describing an innovation that contributes to at least two of these three elements.

Module aims

- To equip students to assess an organisation's sustainability maturity and make the business case for improving it.
- To provide students with an understanding of the options for the internal and external governance of its social, environmental and economic impacts.
- To enable students to apply core tools in corporate sustainability strategy and contribute to the development of that strategy.
- To give students an appreciation of the centrality of sustainability-oriented innovation in sustainability strategy, and notably the role of stakeholder engagement and collaboration in such innovation.

IB9C30 Entrepreneurship & New Venture Creation

Introductory description

The module aims to develop an understanding of entrepreneurs and the firms they create and manage.

Module aims

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 a range of different ways of thinking about what entrepreneurship is and what entrepreneurs do.

The 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 on the internet, and without a real insight or idea writing a business plan is a meaningless exercise. Also, if you have a genuine insight and are credible, the business plan will get written.

The intention is that taking the module will facilitate you in developing an entrepreneurial mind set, attitude and skills – the necessary hallmarks of successful value creators. It aims 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 change.

IB9KSL Strategic Leadership for the Healthcare Industry

This module will help students consolidate and develop knowledge of theories around health systems.

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 Leading & Managing Change

Introductory description

This module aims to introduce students to an interdisciplinary, cross-national and historically informed understanding of the idea of change and its significance for organisations in the contemporary period.

Module aims

This module aims to introduce students to an interdisciplinary, cross-national and historically informed understanding of the idea of change and its significance for organisations in the contemporary period. Students will be introduced to multiple perspectives, models and maps for understanding the nature of organisational change and how it is managed.

The module will develop students' skills in understanding how the management of organisational change is a collective sense making process involving the development of shared cultures and discourse carried through technological intermediaries. It will also introduce students to the dilemmas faced by managers in implementing change.

The module seeks to enable students to critically examine models of change and the development of the learning organisation.

IB9GEL Negotiation Theory and Practice

Introductory description

This module provides the theoretical, analytical and empirical tools from economics, organizational behaviour and industrial relations to understand, examine and practice negotiations in dyads as well as in multi-stakeholder settings.

Module aims

This module provides the theoretical, analytical and empirical tools from economics, organizational behaviour and industrial relations to understand, examine and practice negotiations in dyads as well as in multi-stakeholder settings (e.g. team meetings; board meetings; industrial/social movements). The module is delivered through a combination of theoretical and applied lectures, group and individual activities, role plays and simulations. In this course, you will learn how to increase the quality of the settlements that you negotiate, generate value and claim as much of that value as you can for yourselves.

IB850L Mergers and Acquisitions

Introductory description

The module is designed to provide students with a broad understanding of mergers and acquisitions (including strategic alliances) and, by using a multi-disciplinary approach, the impact of other disciplines/specialisms.

Module aims

The module is designed to provide students with a broad understanding of mergers and acquisitions (including strategic alliances) and, by using a multi-disciplinary approach, the impact of other disciplines/specialisms, e.g. human resources management, strategy, that students will have studied or

been exposed to on their MBA programme. The module will therefore provide a richer more rounded view of M&A than would be achieved focusing on a single discipline, typically, finance.

IB9LXL Financial Analysis

Introductory description

The module aims to provide students with the tools to analyse financial performance of publicly listed firms from an equity valuation perspective and also to carry out a business valuation building on this analysis.

Module aims

On completion of the module, students will have acquired knowledge of the main methods of financial analysis, and their application to a broad range of organisational situations both nationally and internationally. They will also be aware of the main thrusts of ongoing research in the financial analysis field and the relevance of these findings to management in practice. Students will have added to their financial skills and enhanced their effectiveness in dealing with financial data.

IB9BY0 Managing Organisational Performance

Introductory description

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 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.

Module aims

This module specifically aims to enable students to:

- critically assess the design, implementation, use and review of performance measurement systems, especially in relation to strategy implementation
- understand the roles that performance measurement process plays in organisations link performance management practices at inter-organisational, organisational and individual levels
- apply the key principles and tools (e.g., strategy maps, performance indicators and targets) taught on the module to a wide range of organisations across all sectors.

IB9LHL Economics of the Business Environment

Introductory description

Organisations exist within macroeconomic and market contexts that significantly impact upon their behaviour and performance. This module is designed to introduce students to:

- i. some understanding of how macroeconomic and market contexts themselves are determined and change over time
- ii. how the context interacts with the internal economics of the firm and how this impacts upon organisational decision-making.

Module aims

This module will introduce a number of basic concepts used by economists, illustrate the use of these concepts in business, and illustrate how Economics as a discipline can be used to approach business-related questions. The module will require that students become familiar with major recent national and international economic and business trends. The tools of economic analysis presented in this module will generally provide a basis for other modules offered on the MBA, for example, strategy modules.

The module will help students to:

- develop knowledge of the global economy and of key current events
- understand some core elements of economic analysis and be able to use them
- appreciate the internal economics of a business and the contextual constraint on business decisions and be aware of what business cannot do or control in its strategy-making
- develop an increased awareness of the effects of public policy on business understand why business must cope with uncertainty and risk.

IB94K0 Leading Organisations: Performance, Stakeholders & Governance

Introductory description

In today's complex business environment, leading organizations and understanding the relationships between performance, sustainability and governance is crucial to business success. This module will dismantle preconceptions about "corporate governance" (i.e., the module isn't about bureaucracy, but about leading organisations, navigating the relationships with people and stakeholders, reconciling the interests of different stakeholders, designing risk management, evaluating the consequences of incentive structures, appreciating the impact of national systems of corporate governance on decision making, etc.).

The nature and implementation of governance is essential for the CEOs and business leaders of tomorrow and for MBA students alike:

Business leaders and decision-makers at all levels of the organization (including project teams, management teams, committees, and the board of directors) need the skill to engage with shareholders and other stakeholders, understand their performance criteria, and create 'win-win' situations ensuring that the company succeeds financially and related to sustainability. Navigating these stakeholder relationships and ensuring the human sustainability (beyond the environmental impacts) of the business is a hugely important subject.

These skills are particularly important for implementing a company's strategy. Often companies have well-developed strategies that remain on paper, because the stakeholders haven't bought into them, or because their interests are conflicting. Overcoming these obstacles is crucial for putting strategies into practice, and for managing related risks.

Taking positions in organizational leadership (e.g., on the board or top management of a small- or medium-sized private company, or a charity, as an entry point) boosts your career during and after your MBA. Crucially, 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/>

Even if you are not planning to take such a leading position in the near future, understanding the dynamics of these decision-making teams will be important for you. You will 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 such teams work effectively — is essential.

Understanding the nature and implementation of governance, incentives, and performance is equally important in for-profit companies, non-profit organizations, governmental and non-governmental organizations.

Thus, the module's topics are relevant to business performance in multiple ways:

- (1) 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, managers will achieve superior performance and sustainability.
- (2) A well-considered system of organizational governance needs to align the actions of managers and 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 (such as Enron or Theranos). Teams at all levels of the hierarchy need to develop a mix of measures to steer clear from scandals and keep the business successful and sustainable.
- (3) Relatedly, we need to explore the relationship between ownership structures (e.g., private equity, shareholder activism, family businesses), incentives and business performance. To which degree are accepted 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. These unwritten rules include how to deal with ethical dilemmas, sustainability, and risk. Following society's unwritten rules enhances business performance by attracting talented employees, getting approval for projects, and generating public goodwill in a crisis.

Module aims

- Understand how business leaders and decision-making teams (at all levels of the organization, including project teams, management teams, committees, and the board of directors) engage with

shareholders and other stakeholders and their performance criteria to ensure that the business succeeds and is sustainable

- Apply tools for analysing, prioritizing and engaging with stakeholders, and for managing risks
- Discuss the relationship between the nature and implementation of governance and incentives to achieve performance and sustainability
- Learn and debate theoretical perspectives on ownership and governing organizations
- Appreciate mechanisms to align managers' and employees' actions toward common goals
- Consider how business leaders and decision-making teams reconcile stakeholder conflicts and manage ethical dilemmas under pressure
- Critically examine national differences in ownership structures and how they impact the success of important business decisions, such as mergers and acquisitions
- Discuss specific topics, such as shareholder activism, private equity, family businesses and diversity.

IB9R40 Investments & Risk Management

Introductory description

The objective of this module is to provide an in-depth introduction into the theory and practical applications of Asset Management and Risk Management.

Module aims

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 analyze 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. 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.

IB9KPL Digital Transformation (previously: Digital Leadership)

Introductory description

The module seeks to develop the ability to build the 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 seeks to develop an understanding of the skills required for conceptualizing digital transformation as well as also smaller stand-alone projects that use 'new technologies', such as machine learning.

Module aims

The general aim of this module is to offer a broad perspective on digital transformation and digital projects. More specifically, students will:

- Explore basic digital platform concepts and their competitive, strategic, and regulatory implications
- Explore artificial intelligence concepts and their competitive, strategic, and regulatory implications
- Explore data analytics concepts and their business implications
- Analyse cases of digital transformation, platform strategy, artificial intelligence, and business analytics.

IB9FLL Improving Health Systems

Introductory description

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 organizational or national context.

Module aims

General - This module focuses on ways of improving health systems from the ground up. The module aims to enable students to extend their understanding of the theoretical issues which give insight into successful and failed attempts at improving health systems. 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 or national context.

Specific - This module is based around real-life case study examples of attempts to improve health systems. The case studies focus on attempts at improving health systems which have a 'bottom up' approach. The module emphasizes that health systems are about people and improving them is reliant on understanding how to get people to work together.

IB9LFL Leadership and the Art of Judgement

Introductory description

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 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.

Module aims

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

- Appreciate the ambiguity, contradictions and complexity of acts of leadership
- Sharpen your ability to frame problems, choices, and weigh what is at stake in particular contexts
- Enhance your self-knowledge
- Sharpen your perceptual skills through great works of literature
- Refine your judgement and sharpen your practical wisdom
- Develop complex capacity to handle ambiguity and complexity in challenging situations in organisations.

IB9KFL Strategy and Practice

Introductory description

This course 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 course draws primarily upon the sub-disciplines of strategic management, macro-organisational theory and the management of strategic change.

Module aims

This module is about understanding how strategy is implemented at the individual, team and organizational levels. It focuses on raising understanding of the ways processes and tools can enhance strategy implementation. Sessions provide the basic analytical concepts, frameworks and methods used in setting long term direction for the firm as well as discuss the difficulties frequently found in implementing strategy. The module helps the practitioner by providing an integrated approach to business within which one can see not only the overall strategic intent, but also the differentiated and distinct contributions that different functions and teams make towards this intent.

IB9ZM0 Managing Sustainable Energy Transitions

Introductory description

The global energy system is the largest source 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. Creating a sustainable energy system presents challenges to and opportunities for businesses, governments, and individuals. This module adopts a 'place, states and markets' approach to energy system transformation that explores the energy transition challenges facing the different parts of the global economy; the role of governments and international organisations in regulating and supporting energy transitions; the challenges that 'transition risk' presents to the incumbent fossil fuel industry; and the business opportunities presented by the growth of low-carbon energy systems and services. Topics addressed by the module include:

Competing visions of the future as presented in 'energy scenarios,'

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 geopolitics of energy system transformation

The 're-scaling of the energy system' and the development of local energy networks

The social impact of the economic and environmental costs involved in creating a new sustainable energy system that is also secure and affordable.

Module aims

The module explores the challenges managers face in achieving such as significant transition in a complex context of commercial, political and social factors. We will explore the notion of multiple transition highlights and that different regions and national economies are at different starting points and face very different challenges. The overall ambition of energy's role in a sustainable global economy is clear but the certainty on how to achieve it changes constantly and there is no one-size-fits-all approach to managing energy transitions.

IB9QYL Leading & Harnessing Diversity

Introductory description

In the workplace, we constantly interact with others who are different from ourselves in terms of backgrounds and experiences. While this can present challenges, it can also provide great opportunities in terms of achieving creative breakthroughs. Therefore learning to effectively harness diversity in organisations is a critical skill for leaders to hold. When misunderstandings occur because of these different backgrounds and experiences, they put a strain on workplace relationships and the effectiveness of the team. It can also make us question our own values. This module will help students navigate these complexities and confidently participate in and lead diverse teams. At the same time, students will gain awareness of how diversity can make the workplace more interesting, more fulfilling, and effective. The module will consist of readings, case studies, and guest speakers to bring this topic to life.

Module aims

The aims of this module are for students to:

- Confidently discuss and debate issues of diversity along with the challenges and opportunities this offers organisations globally.
- Build and apply an understanding of the different dimensions of diversity in a variety of business situations.

- Develop arguments based on real examples as to how various types of diversity can positively contribute to organisations.
- Embed diversity principles in practice by identifying the required skills and capabilities, avoiding tokenism and unconscious bias.
- Differentiate between equality and equity with reference to real-world business examples.

IB98B0 Supply Chain Management

Module aims

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.

IB9PT0 Organisation Design

Introductory description

The module provides students with an understanding of the main elements influencing the design of an organisation, with particular emphasis on the role of management.

Module aims

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.

At a practical level, the module examines current organisational challenges, such as the design of flat and agile structures, the design of inclusive, non-toxic cultures and new ways of organising in the face of grand challenges, wicked problems and organisational contexts driven by extreme forms of uncertainty, complexity and ambiguity.

The module is particularly focused on how to design organisations for the 'good'. By bringing intellectual advancements of our understanding of management and organisational design, together with pressing societal problems, the module directly addresses leadership and managerial skills fundamental for the Warwick MBA degree.

IB9160 Managerial Economics

Introductory description

As economic policies shape the corporate environment, this module provides an understanding of economic policies and their consequences for business decision-making and financial markets.

We discuss the causes and effects of policies for improving living standards, stabilising inflation and growth, managing exchange rates, and avoiding sovereign defaults. These policies are studied using case studies from all over the globe.

This module improves students' knowledge of the global economy, supporting their learning in other modules such as International Business and Investments modules.

Module aims

- The module aims to:
Provide an understanding of why and how economic policies are designed and how they affect business decision-making and financial markets.
- Develop the students' knowledge of the global economy, including predicting future developments using past historical policy-making decisions.
- Introduce the students to the basic tools required to understand varying macroeconomic scenarios and their impact on business.
- Improve the student's analytical ability using economics.

IB98KL Managing Organisational Performance

Introductory description

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 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.

Module aims

This module specifically aims to enable students to:

- Critically assess the design, implementation, use and review of performance measurement systems, especially in relation to strategy implementation
- Understand the roles that performance measurement process plays in organisations link performance management practices at inter-organisational, organisational and individual levels
- Apply the key principles and tools (e.g., strategy maps, performance indicators and targets) taught on the module to a wide range of organisations across all sectors.

IB9KXL Entrepreneurship & NVC

Introductory description

The module aims to develop an understanding of entrepreneurs and the firms they create and manage.

Module aims

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 a range of different ways of thinking about what entrepreneurship is and what entrepreneurs do.

The 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 on the internet, and without a real insight or idea writing a business plan is a meaningless exercise. Also, if you have a genuine insight and are credible, the business plan will get written.

The intention is that taking the module will facilitate you in developing an entrepreneurial mind set, attitude and skills – the necessary hallmarks of successful value creators. It aims 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 change.

IB9S70 Project Management

Introductory description

There are two specific features about project management theory which make it a slightly different type of subject to most other academic modules. Firstly, the subject has its origins in large-scale, complex operations. This means that a large proportion of the published theory concerns the planning and control aspects of the management of such processes. Secondly, most of the concepts were developed in the

heyday of the 1960s, where a lot of activity was taking place in the aerospace, defence and construction sectors. This means that most of the basic literature is reasonably old and technically focused. In the modern context, project management methods are now used for a much wider variety of applications including change management, Third World development programmes and IT based projects.

Module aims

As a consequence, this module aims to span a range of sectors and be as multi-disciplinary and as possible. The planning and control aspects of the module occupy only about 20% of the total time available. The modules aims are:

- To develop understanding of current project and programme management approaches and to make comparisons with your own organisation.
- To develop sensitivity to different project environments and to make comparisons and conclusions about them.
- To increase your understanding of commercial and behavioural issues in the management of projects.
- To provide experience of handling project management problems in a simulation setting.

IB8510 Mergers & Acquisitions

Introductory description

The module is designed to provide students with a broad understanding of mergers and acquisitions (including strategic alliances) and, by using a multi-disciplinary approach, the impact of other disciplines/specialisms.

Module aims

The module is designed to provide students with a broad understanding of mergers and acquisitions (including strategic alliances) and, by using a multi-disciplinary approach, the impact of other disciplines/specialisms, e.g. human resources management, strategy, that students will have studied or been exposed to on their MBA programme. The module will therefore provide a richer more rounded view of M&A than would be achieved focusing on a single discipline, typically, finance.

IB9RJ0 Financing Innovation

Introductory description

The module covers the finance of innovation, emphasising quantitative methods useful for venture capital investing and the valuation of high-tech start-ups. It will provide a framework for making investment decisions about high-technology projects and expose students to several promising new companies. The primary audience is students interested in entrepreneurship, venture capital, or R&D-intensive companies (e.g., tech, pharma).

Module aims

The module aims at familiarising students with the venture capital industry and the valuation techniques specific to the financing of innovation. It will help students gain a deeper understanding of investment decisions in and by high-tech companies.

The module will start with a brief review of standard valuation techniques. After examining the structure of the venture capital industry, we will discuss the importance of business contingencies for the valuation of

high-tech start-ups. You will learn about tools that allow to account for these contingencies in valuing start-ups' assets and liabilities. You will then discover how these tools can also be applied to venture financing and the design of entrepreneurial executive compensation.