The Open University MBA
2015/2016

Life-changing Learning
Foreword
by Professor Rebecca Taylor, Dean, OU Business School (OUBS)

The global marketplace is more challenging than ever before. Organisations need executives who are agile, resilient and can work across boundaries; who can understand the theory of management and business and apply this in the real world; and who can spot and react to new threats and opportunities. These are the executives who will drive growth and success in the future.

At the OU Business School, we offer a cutting-edge, practice-based MBA programme developed by leading business academics.

We work alongside businesses and our students to deliver an MBA that builds executive business skills while you continue to operate in the workplace. This ensures that you critically assess and apply new skills as they are learned and it means that we can support you in taking the next step in your career.

The OU’s vast experience of developing study programmes, allied with our individual approach to business education, enables the OU Business School to offer a tailored and effective MBA that is uniquely placed to assist you in your journey to becoming a highly effective executive. This allows sponsoring employers to see an immediate return on investment while also helping to retain valued and skilled individuals.
Values, vision and mission

The OU Business School has over 30 years’ experience in helping businesses and ambitious executives across the globe achieve their true potential through innovative practice-based study programmes.

Our values

Inclusive
Our ability to offer a wide range of support services to students and a championing of ethical standards means that we are able to:

- play a unique role in society, making higher education open to all
- promote social justice through the development of knowledge and skills.

Innovative
With over 30 years’ experience in delivering learning, we:

- lead the learning revolution, placing innovation at the heart of our teaching and research
- continuously seek new and better ways to inspire and enable learning
- create world-class research and teaching.

Responsive
By listening to students and organisations we have been able to:

- respond to the needs of individuals, employers and the communities in which they live and work
- dedicate resources to support our students’ learning success.

Our vision
The Open University Business School will continue to be a leader in open, accessible and flexible business and management education.

Our mission
To deliver transformational business and management education to a diverse audience, that is relevant to the workplace, is founded on rigorous research and practice, and has beneficial social and economic impact.
The Open University MBA will help you become someone who inspires achievement, encourages dedication and instils admiration and trust in others.

Studying it will take you on a personal journey. One that will encourage you to challenge limits, cross boundaries and change the way you think. It’s the only MBA that’s truly designed to fit around your life and career.

By drawing on our vast experience, we enable you to study at the highest level in a way that enriches your working life, without putting it on hold — giving you maximum flexibility, coupled with convenience.

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

- **Proven**: our triple-accredited status puts us in the top one per cent of business schools in the world.
- **Highly regarded**: our MBA is ranked as the 2nd best online MBA in the world by the CEO Magazine’ 2015.
- **Unique**: we are the only triple-accredited business school which specialises in flexible learning.
- **Practical**: integrates with, and adds value to your day job, allowing you to apply your learning instantly.
- **Convenient**: it lets you fit learning around your day job and lifestyle. Our cutting-edge technology enables you to study in your own time — at home, at work or on the move.
- **Affordable**: with the option to ‘pay as you go’ in monthly instalments.
- **Rewarding**: 82 per cent of our students say that they have experienced a salary increase while taking the MBA.

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1. Our MBA is accredited by the Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA) and EFMD Quality Improvement System (EQUIS).
It’s our balance of quality teaching, convenient delivery and practical application that makes The Open University MBA so special.

You and your organisation will benefit from your MBA study straightaway, through our unique study method of practice-based, action learning. What you learn today, you can implement tomorrow – creating an immediate impact in the workplace.

Our MBA will give you the skills and experience you need to take your career to the next level. It will increase organisational and leadership effectiveness; not only in you, but in your colleagues and peers, too.

“The programme will ‘force’ you to review the learned theories’ practicality for your own work context. You have to deal intensively with models and reflect upon those critically. I found it especially useful that all the models make my work easier by providing a structured approach to problems that go beyond ‘common sense’. You also develop a more critical view towards gurus and their opinions, and question them. The OU MBA also helps you to collaborate and work better with people.”

ANSGAR CORDIER, OU MBA ALUMNUS

“Without a doubt it has opened doors to positions I would otherwise have been excluded from applying for. Not only that, the OU MBA gives you the confidence to speak up on a day to day basis, to influence decisions and to contribute at the highest levels of the organisation.”

MARK SIM, OU MBA ALUMNUS

FACT 96% of our MBA graduates say that they would highly recommend us.

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

MOSES WARBURTON, OU MBA ALUMNUS

“My study with the OU Business School gave me a greater appreciation of my own organisation and the opportunity to help bring about change.”

IAN DAVIES, MBA GRADUATE
Recognised as one of the world’s leading business schools

The Open University is home to more than 25,000 successful MBA graduates. Designed for professionals keen to take the next step in their career, our MBA programme is highly practice-based, blending academic rigour with the realities of business. Our journey helps make a difference, not only to your career, but to your organisation – and life itself.

The OU Business School is triple-accredited; by the Association to Advance Collegiate Schools of Business (AACSB), EFMD Quality Improvement System (EQUIS) and the Association of MBAs (AMBA). Such accreditation ensures you will have a globally reputed qualification of proven quality that is accepted worldwide.

Relevant and far reaching

Our MBA is successful because of its relevance to your work. It works for so many professionals because it is designed with the highest amount of practical focus – and its international programme design lets you apply your MBA knowledge anywhere in the world.

Our MBA comes to life in your workplace

The best way to learn is to practise, which is why ours is very much a practice-based programme – which we call ‘practice-based learning’.

Our rigorous approach to constantly applying management theories to the workplace will help you develop independent learning, and a critical view on the knowledge you gain.

Employers like our approach

Our unique practice-based learning methodology is endorsed by organisations across the globe. It’s why more than 40 per cent of our MBA students are sponsored by their employers.

For more information on how we work with organisations, please see page 22.

Typical MBA class profile

<table>
<thead>
<tr>
<th>Tutor/Student ratio</th>
<th>1:16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average age</td>
<td>37</td>
</tr>
<tr>
<td>Average years of work experience</td>
<td>14</td>
</tr>
<tr>
<td>Gender</td>
<td>36% female</td>
</tr>
<tr>
<td>Countries represented</td>
<td>70</td>
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</tbody>
</table>

“The OU Business School provides modules and qualifications that thriving business people can study whilst they earn, allowing them to brush up on their skills and explore new areas of knowledge, whilst implementing learning outcomes into their organisation from day one of study to maximise business opportunities.”

THEO PAPHITIS, BUSINESS EXPERT

FACT

Only one per cent of all business schools are triple-accredited, and with more than 25,000 successful MBAs we are by far the most popular in this elite and exclusive group in the UK.
The International Advisory Board (IAB)

The IAB is advisory to the Dean of the OU Business School, to the School’s executive team and to the wider University. Our board members are from a range of public and private enterprises worldwide, reflecting the diversity of both the School and The Open University. The board enables the School to be in touch with the latest international practice and provides valuable input from outside the University.

Margaret Miller. The International Advisory Board is chaired by Maggie Miller. Based in New York, Maggie is Chief Information Officer of the New York State Office of Information Technology Services, where she is responsible for centralized IT services; setting state-wide technology policy for state government agencies; and monitoring all large technology expenditures to find efficient and innovative solutions.

Janice Bell. Janice is an expert in business management and transformational change and has strong links with a number of major UK and international organisations. Janice was a senior executive within IBM before starting her own consultancy.

Sanjeeb Chaudhuri. Sanjeeb is the Regional Head for South Asia and Global Head of Marketing at Standard Chartered Bank. Based in Mumbai, Sanjeeb is also a Board Member of Standard Chartered Securities India Ltd.

Peter Cheese. Peter sits on the Council of City & Guilds, and he is a European Board Director with Junior Achievement Young Enterprise Europe, an organisation focused on the development of entrepreneurial, financial and employability skills in young people through business engagement in schools and universities.

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

James Crotty. James has held a broad range of international general management and commercial roles at European Executive Board level at American Express.

James Cullens. James has a variety of board-level HR experience including with Linde AG, The BOC Group plc, and with African Oxygen Ltd, where he was a non-executive director. He is a Board member of the Chartered Institute of Personnel and Development and is currently the Group Human Resources Director for WS Atkins plc.

Sir Stuart Etherington. Stuart is a Council Member of the Institute of Employment Studies, an Advisory Group member for the Policy Centre at the British Academy and for the Lord Mayor’s Trust Initiative and a member of the Economic and Social Committee of the European Union. He has been a trustee of Business in the Community, the Chair of the BBC Appeals Advisory Committee, a member of the Community and Social Affairs Committee of Barclays Bank, former Chair of Guidestar UK, Chair of CIVICUS Europe, and Treasurer of CIVICUS, a global civil society organisation.

Ann Francke. As Chief Executive Officer, Ann brings her extensive global general management experience to the CMI and has a track record of developing people and delivering innovative strategies that result in sustainable growth.

Ron Jones. Ron is the founder and Executive Chairman of Tinopolis, one of the largest independent television producers in Europe producing over 2000 hours of television annually. Headquartered in Llanelli in Wales, Tinopolis also has offices in London, Los Angeles, Glasgow, Washington and Cardiff serving over 180 broadcasters throughout the world.

Dr Arthur Langer. Arthur is the Academic Director of the Executive Masters in Technology Management at Columbia University. He has authored various papers on information systems design and management. His current research focuses on the design of technology-based curricula for corporations and universities.

Jay O’Connor. Jay is an active mentor and advocate of organisational best practice, contributing to initiatives that help advance standards. With an extensive background in communications and PR, she has held elected positions in the Chartered Institute of Public Relations (CIPR).

Renzo Scacco. Based in Melbourne, Australia, Renzo has an extensive background in professional services gained from working with some of the leading global consulting firms including Andersen Consulting (Accenture), PricewaterhouseCoopers and Interbrand.

Peter Wright. Peter is a member of American Express’ Global Management Team. In addition, Peter is Chairman of Swisscard, a card-issuing joint venture with American Express and Credit Suisse. He is the Head of Card Services for Europe, Middle East and Africa (EMEA) and oversees the company’s consumer card-issuing businesses and merchant acquiring partnerships within this region.
Global credibility, local relevance

Our MBA programme is designed for practising senior and middle-level managers. It has a strong international focus with emphasis on strategic analysis, interdisciplinary skills, creativity and innovation. We believe that being a global business school is not about bringing students in; it is about extending learning outwards.

International reach

With students and alumni in more than 125 countries, the OU Business School offers a truly global experience. Open University Business School students are many and diverse and from different sectors, industries and backgrounds. We believe that this diversity enriches your MBA experience, allowing you to broaden your mind and gain a deeper understanding of other cultures.

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

GILLIAN ATTARD, MBA GRADUATE

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

KEVIN SAMPSON, UK

“I wanted a more worldly perspective to enrich my education with people from different backgrounds and countries.”

MATT KRUSE, USA

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

WILSON YEH, HONG KONG

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

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

NILS-CARSTEN HUBER, GERMANY

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

SUSANNE FREDERIKSEN, DENMARK

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

IZTOK TOPLAK, CZECH REPUBLIC

MBA student locations

Our alumni comes from over 125 countries including:

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<tr>
<th>Angola</th>
<th>Czech Republic</th>
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Our model

Centred on your student experience, The Open University MBA teaching model is a highly effective professional development method that allows you to acquire new skills – without taking you away from your workplace.

Study with us and your learning is not limited to what goes on in tutorials, or at the residential schools. Your environment and your workplace become a very important part of your study.

We focus on using practical examples and assignments that refer back to your working life, and encourage you to include and engage your workplace in your studies.

Learning materials

All our modules employ a blend of learning styles – innovative and inspiring materials that bring your learning to life, and everything you need is included in our fees.

As well as study books, you’ll learn through podcasts, downloads and our interactive virtual learning environment – all of which are designed to support and inspire you in your learning.

Practice-oriented

The OU Business School is at the forefront of using technology to enhance teaching and learning. You can rest assured all our study materials are underpinned by rigorous research from faculty academics.

Visit www.openuniversity.edu/mba-sample to view an extract from our module MBA stage 1: management: perspectives and practice (B716).

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

NICK HOPKINS, MBA GRADUATE
Learn from some of today’s leading business thinkers

Our world-class, research-led academics create pioneering learning materials which are delivered by our tutors – practising senior business professionals – to give you a dynamic mix of theory and practice.

Professor Ball, Professor of Organisation
Professor Ball joined The Open University Business School in 2004 following posts at Birmingham, Warwick and Aston Business Schools, and is director of the Centre for Research into Information, Surveillance and Privacy (CRISP).

Professor Collard, Personal Finance Capability
Professor Collard is Chair of the True Potential Centre for the Public Understanding of Finance. Her expertise is in policy-focused social research on personal finance conducted for the financial services industry, government departments and charitable foundations.

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

Professor Daniel, Information Management
Professor Daniel’s research focuses on the effective use of information systems by organisations and the individuals within those organisations.

Professor Dibb, Marketing
Professor Dibb has undertaken a diverse range of consultancy assignments within the field of marketing strategy. Her research has been at the forefront of theoretical and relevant issues in marketing strategy, segmentation, marketing planning, and consumer behaviour.

Professor Fenton-O’Creevy, Associate Dean International, Organisational Behaviour
Professor Fenton-O’Creevy’s research, on the role of traders in investment banks and management practices in multinational firms, contributes to fields such as international business, behavioural finance, the sociology of markets, industrial relations and cognitive psychology.

Professor Hartley, Public Leadership
Professor Hartley has contributed to the field of public leadership and management through research, teaching and development work. This has shaped some of the thinking and ideas in this field.

Professor Lawton, Strategy and International Management
Professor Lawton’s research expertise focuses on integrated strategy and non-market capabilities, political risk management and internationalisation strategy, corporate turnaround and business model innovation and strategy process and practice.

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

Professor Storey, Human Resource Management
Professor Storey is an Associate of the Center for Global Strategic Human Resource Management, Rutgers University, USA and of the Economic and Social Research Council (ESRC) Skills and Knowledge Centre (SKOPE) at Oxford and Warwick universities.

Professor Wilson, Organisation Studies
David Wilson is Professor of Organisation Studies based in the Centre for People and Organisations and is Associate Dean for Research and Scholarship in the Faculty of Business and Law. David is a Fellow and ex Chair of the British Academy of Management and is an Academician of the Social Sciences.
The Open University MBA programme structure

The Open University MBA has an internationally-recognised, practice-based and integrated approach to management development specially designed for aspirational professionals.

Programme overview
The emphasis for your learning is directly rooted in management practice. The ‘master’ in the degree title signifies your ‘mastery’ of the art and science of management.

To achieve this level of capability the general MBA programme concentrates on strategic analysis, interdisciplinary skills, intellectual stimulation and independent judgement.

It builds these upon a solid foundation of core disciplines, including human resource management, organisational behaviour, accounting and finance, marketing and operations.

75 per cent of the programme consists of compulsory elements with 25 per cent coming from elective modules. This enables you to adjust the curriculum to suit your needs. MBA modules are challenging, but will always direct you towards improving your management capabilities.

The MBA is designed to take between two and seven years to complete and the three year model is shown below.

Earn qualifications en-route
As you progress towards your MBA, you can pick up other qualifications which will have a positive impact on your career.

The Open University MBA programme structure (three year model)

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
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<tbody>
<tr>
<td>PG Certificate</td>
<td>PG Diploma</td>
<td>MBA</td>
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</table>

Year 1 | Year 2 | Year 3 |

MBA stage 1: management: perspectives and practice (B716) (60 credits)

The dynamics of strategy (BB835) (30 credits)

Corporate finance (BB831) (15 credits)

Elective 1 (15 credits)

Elective 2 (15 credits)

Elective 3 (15 credits)

Making a difference: the management initiative (BB839) (30 credits)

The core themes are:
• critical engagement
• embedding theory in practice
• global impact awareness.

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

15-credit modules
• Entrepreneurship: experience and perspective (BB846)
• Leadership and management in intercultural contexts (BB848)
• Management beyond the mainstream (BB847)
• Managing financial risk (BB841)
• Marketing in the 21st century (BB844)

30-credit module
• Strategic human resource management (BB845)
• Sustainable creative management (BB842)
• A new module in supply chain management (planned for 2017).

• Business, human rights law and corporate responsibility (W822).
The Open University MBA (accelerated study)

From 2016 you will have the opportunity to complete the MBA within two years. This more intensive route will be suitable if you can devote 20-25 hours a week to your studies. You will start with a shortened version of MBA stage 1: management: perspectives and practice (BXTF716). You will then complete your remaining studies as set out below.

Please note if you wish to study the MBA on the two year pathway you will start your studies in either April or October each year.

### Stage 1

**PG Certificate**

- MBA stage 1: management: perspectives and practice (BXTF716) (60 credits)

**Year 1**

- The dynamics of strategy (BB835) (30 credits)
- Corporate finance (BB831) (15 credits)
- Elective 1 (15 credits)

**Year 2**

- Corporate finance (BB831) (15 credits)
- Elective 2 (15 credits)
- Making a difference: the management initiative (B839) (30 credits)
- Elective 3 (15 credits)

**Includes residential school**

### Stage 2

**PG Diploma**

- The Open University MBA (accelerated study)

**MBA**

- Corporate finance (BB831) and your final project module Making a difference: the management initiative (B839).

You will also need to complete an elective module. You can choose from the 15-credit modules shown on page 12 or study 30 credits from the following modules:

- Capacities for managing development (T878)
- Development: context and practice (T877)
- Environmental responsibility: ethics, policy and action (TD866)
- Managing for sustainability (T867)
- Managing systemic change: inquiry, action and interaction (TU812)
- Problem solving and improvement: quality and other approaches (T889)
- Project management (M815)
- Thinking strategically: systems tools for managing change (TU811).

For more information on our MBA (Technology Management) click www.openuniversity.edu.

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**MBA (Technology Management) F69**

This leading-edge MBA focuses on the technology sector. If you are interested in the management of technology and technological innovation in a wide variety of contexts and sectors then this qualification can provide you with unique management training that will help you to make a difference.

**Stage 1:** you will start with MBA stage 1: management: perspectives and practice (B716) which takes 12 months to complete (see page 14 for more information).

**Stage 2:** consists of four compulsory modules: Managing technological innovation (T848), Technology strategy (T846), Corporate finance (BB831) and your final project module Making a difference: the management initiative (B839).

You will also need to complete an elective module. You can choose from the 15-credit modules shown on page 12 or study 30 credits from the following modules:

- Capacities for managing development (T878)
- Development: context and practice (T877)
- Environmental responsibility: ethics, policy and action (TD866)
Your first step towards the MBA

MBA stage 1: management: perspectives and practice

This is the first module in the programme. Successful completion of this module also entitles you to the Postgraduate Certificate in Business Administration.

This module is framed within the complex and challenging nature of twenty-first century management. Its dual aims are to help you build on your current understanding of management and to enable you to develop and improve your practice of managing. In this module you will be guided through a wide variety of materials, activities and resources designed to help you make sense of the complex nature of management in light of your own experience of managing. This module is a programme of professional development which requires your active engagement to enlarge your knowledge of the functions of management and make a real difference to your management style.

What you will study

Through learning about different management functions within organisations you will develop a better understanding of the context in which your own practice takes place. You will gain confidence in understanding how different parts of organisations operate and in having successful conversations across these areas, including:

- organisational structure, power and politics, and change management
- managing people and organisations
- accounting
- marketing
- operations.

“I think the module is fantastic on three levels. First of all, it allows you to develop knowledge in specific areas. Secondly, it helps you relate that knowledge to other functional areas. And finally, which is probably for me the most rewarding, is the international aspect of the course – that you get to meet people from different cultures.”

ROSS ALAN, MBA STUDENT

Over the course of your study you will learn, develop and consolidate your understanding of the principal management functions and how each area is interrelated with each other. This will provide you with a foundation that will enable you to move successfully to strategic and specialist areas in your MBA studies.

The module aims to:

- develop your understanding of the core and current frameworks, theories and tools and to assess their relevance to the issues of twenty-first century leading and managing
- increase your awareness of different perspectives on, and approaches to, managing and leading in different organisational and cultural contexts
- develop your ability to engage critically with management frameworks, theories and tools, helping you to select and adapt techniques and approaches appropriate to your own work environment, in order to shape your own management practice
- develop your awareness of the wider global context in which business and management takes place, and increase your ability to work confidently across sectorial and national boundaries
- develop interpersonal and conceptual skills that will help you to use ideas and frameworks to make sense of, and to work with, organisational complexity
- challenge your own thinking and practice by reflecting upon it critically in light of the ideas you encounter, and through debates with others
- enhance your ability to plan and implement change which will have a real impact on your own organisation.

Support

Throughout the module we offer the following forms of support:

- two one-day workshops
- one residential school where you will join students from all around the world and engage in dedicated workshops
- tutor support and face-to-face and online tutorials
- online forums and resources.
What and how you learn

MBA stage 1: management: perspectives and practice provides the opportunity to advance your professional managerial competence.

You will develop your professional practice and discover important skills such as reflecting on real managerial issues, developing an approach to practice-based learning and engaging with the diverse range of management literature.

The following colour panels show examples of the topics that you will study within each of the five units:

<table>
<thead>
<tr>
<th>Unit 1</th>
<th>Exploring management</th>
<th>Unit 2</th>
<th>Managing people and organisations</th>
<th>Unit 3</th>
<th>Managing financial resources and performance</th>
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<tbody>
<tr>
<td></td>
<td>Organisational structure</td>
<td></td>
<td>Understanding organisational culture and context</td>
<td>Understanding financial statements</td>
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<td></td>
<td>Stakeholder analysis and management</td>
<td></td>
<td>Analysing management control approaches</td>
<td>Budgets and management accounting tools</td>
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<td></td>
<td>Management activities and your role as manager</td>
<td></td>
<td>Employee motivation and identity</td>
<td>Financial accountability</td>
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<td></td>
<td>Power and politics in organisations</td>
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<td>Human resource management</td>
<td>Ratio analysis</td>
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<td></td>
<td>Change management</td>
<td></td>
<td>Diversity and ethical management</td>
<td>Evaluating financial performance</td>
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<table>
<thead>
<tr>
<th>Unit 4</th>
<th>Managing marketing</th>
<th>Unit 5</th>
<th>Managing operations</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Managing relationships and communicating value</td>
<td>The role of the operations function in organisations</td>
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<tr>
<td></td>
<td>Marketing strategies, planning and roles</td>
<td>Planning and managing operations</td>
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<td></td>
<td>Understanding customers and markets</td>
<td>Analysing organisational performance</td>
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<td></td>
<td>Customer satisfaction and loyalty</td>
<td>Improving organisational effectiveness</td>
<td></td>
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<tr>
<td></td>
<td>Marketing practices in context</td>
<td>The operations function in context</td>
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</tbody>
</table>

Through the use of online resources and activities, your study will include a process that helps you to make connections between management and organisational theory and your own management practice. Through this process, you will not only learn about how organisations should operate but also why management practice may differ from management theory. Our unique methodology of practice-based learning helps to bring management theories and principles to life.
MBA Stage 2 modules

Compulsory modules

The dynamics of strategy (BB835)

If you’re currently engaged in strategic decision-making, or will be in the future, this module will stimulate your imagination and inform your judgement. An understanding of the frameworks of strategy and an ability to use them imaginatively will help your organisation survive in the longer-term and perform its role more effectively. You will not be expected merely to ‘learn’ the frameworks, but to critically analyse and comment on them, sometimes in collaboration with fellow students. The module will also help you contribute to and better understand the dialogue of strategy at a variety of levels in your organisation.

Corporate finance (BB831)

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

Making a difference: the management initiative (B839)

This module enables you to utilise and apply the learning gained on your MBA journey, to ‘make a difference’ in your workplace. You will work on a project-like initiative which will require you to engage with the theory you have learned and to collect evidence to support your thinking. Through this you will explore the extent to which theory can be applied in practice by applying academic ideas to your work-based issue. You will also have an opportunity to reflect how your MBA study has changed you as a manager/practitioner.

Elective modules

Managing financial risk (BB841)

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

If you wish to study Managing financial risk you must have completed Corporate finance (BB831) first.

Sustainable creative management (BB842)

This module deals with creative, innovative and sustainable ways of developing and managing people and organisations. You will look at the way cognition, values and style affect how we manage and relate to others. You will explore how to work more creatively and effectively with colleagues as well as understanding innovative and sustainable ways to develop organisations. You will also consider the culture, environment and context in which management operates. The module offers practical approaches for developing individuals, teams and organisations and includes a library of techniques that you can continue to use after you have completed the module.

Marketing in the 21st century (BB844)

The economic turmoil of the last few years has required organisations to undertake more creative marketing as well as be more responsive to the needs of the market. This module explores a variety of marketing issues that emerge from marketing planning, such as marketing research, marketing segmentation, targeting and positioning. You will draw upon current theories and examples that illustrate how organisations of all sizes deal with environmental challenges and through this gain a strong appreciation of how marketing principles will not only benefit your organisation, but also how you can use these to improve your own performance.
Strategic human resource management (BB845)

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

Entrepreneurship: experience and perspective (BB846)

Social and commercial enterprises play an important role in today’s society, often in partnership with larger corporations and public sector organisations. This module provides rich, experience-based insights into the distinctive challenges of creating and developing entrepreneurial ventures. It helps you to gain relevant skills and underpinning knowledge. You will also develop a deeper, and more critical, understanding of entrepreneurial practices by connecting your experiences to relevant concepts and research evidence. As a result, you will be better placed to develop your own venture, engage with other entrepreneurial organisations, and take part in wider debates about entrepreneurship in the twenty-first century.

Management beyond the mainstream (BB847)

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

Leadership and management in intercultural contexts (BB848)

Given the increasingly intercultural and globally connected nature of business, management and organisations, this module provides opportunities for you to question and reflect on your own practice and to develop ways of managing and leading which are appropriate in different national and regional settings. By offering new (cross-national) perspectives on leadership and management you are also challenged to rethink your own practices in your current setting. This module addresses issues facing managers and leaders working in intercultural contexts and supports you to develop skills, competencies and knowledge to thrive and to get the best from colleagues, partners and associates.

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

This interdisciplinary module considers how business increasingly conducts its operations with responsibility to its stakeholders and the wider society. It takes a socio-legal approach when examining how this expectation is being framed in terms of corporate social responsibility and human rights and the challenges of a globalised world. The module is diverse and wide-ranging, considering the development and application of these concepts in very different business contexts such as the development of international labour standards, criminal liability (corruption and corporate manslaughter), branding and marketing, charitable foundations and a range of specialist industries through the use of case studies.

Planned for 2017 – a new elective module in supply chain management

Supply chain management is a fundamental skill in today’s competitive business environment, and organisations that excel in this function see the benefit in their performance. This module will provide analysis of the most important concepts and practices in the management and improvement of supply chain operations, taking into account issues such as ethics, environmental sustainability and risk management.
Flexibility that fits your life

The underlying approach of The Open University MBA is that you are able to fit our programme around your life – not the other way around. With a flexible approach to study, you can plan your own way through our programme.

Flexible structure
If needed, our MBA can be completed in just two years (see page 13), although you can take up to seven years.

Its flexible structure means you can take study breaks between modules. This will allow you to fit our MBA around your requirements and other responsibilities.

Flexible location
If your job requires travel, you can carry our programme with you wherever you go – accessing your MBA virtual learning platform from anywhere in the world.

Flexible learning
All of our learning material is compatible with mobile devices – such as tablets, ereaders – and even your mobile phone.

You can also access materials via iTunes. Such flexibility allows our students to study wherever and whenever they wish.

OU Anywhere
Offering the option to download digital versions of any OU-produced text books, DVDs and audio CDs, the OU Anywhere app facilitates a true mobile learning experience – enabling you to study while at home, in the office, or on the move.

Flexible payment
The modular structure of our MBA programme gives you a great deal of flexibility in managing your finances, for what can be a significant investment.

You will not be required to pay the full programme cost at the outset; only for the module you are studying. So, you pay the cost of your first module and, after you pass it, you pay for the next.

This flexibility enables you to plan your studies in accordance with the availability of funds, and spread the cost of your MBA over a number of years.

“Flexible support
Many people worry that distance or online learning means doing it on your own, but nothing could be further from the truth. As well as quality face-to-face, telephone, and online support from tutors and study advisers, there’s always someone to talk to in one of our community forums.

In fact, you can contact your tutors – and get support from fellow students – from anywhere in the world.

Someone logs onto the OU servers every 0.5 seconds – that’s 1.5 million people every week.

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

JOE SYNNOTT, MBA GRADUATE

Flexible support

“The format, course make-up, learning style, flexibility and cost all worked well for me”

SIMON LEPPICH, OU MBA ALUMNUS
Fitting in your study

Our flexible programme has been designed to minimise disruption to your working life.

You can take your MBA study with you wherever you go in the world. Depending on how much time you can allocate to your studies, it can be completed over anything from two to seven years.

The diagrams below illustrate how you could plan your studies to suit your requirements, and achieve your MBA within your preferred timescale. They show only a few of the options; you can plan your programme in various different ways, by taking study breaks after modules, to accommodate your life and work schedule.

4 years

Stage 1

PG Certificate

MBA stage 1: management: perspectives and practice (B716) (60 credits)

Stage 2

PG Diploma

The dynamics of strategy (BB835) (30 credits)

Corporate finance (BB831) (15 credits)

Elective 1 (15 credits)

Elective 2 (15 credits)

Elective 3 (15 credits)

Making a difference: the management initiative (BB839) (30 credits)

5 years

Stage 1

PG Certificate

MBA stage 1: management: perspectives and practice (B716) (60 credits)

Study break

Stage 2

PG Diploma

The dynamics of strategy (BB835) (30 credits)

Corporate finance (BB831) (15 credits)

Study break

Elective 1

Elective 2

Elective 3

Making a difference: the management initiative (BB839) (30 credits)

7 years

Stage 1

PG Certificate

MBA stage 1: management: perspectives and practice (B716) (60 credits)

Study break

Stage 2

PG Diploma

The dynamics of strategy (BB835) (30 credits)

Corporate finance (BB831) (15 credits)

Study break

Elective 1 + Elective 2

Study break

Elective 3

Study break

Making a difference: the management initiative (BB839) (30 credits)
Supportiveness is what makes The Open University stand out from other flexible learning programmes. All our students enjoy easy access to their tutors, so they never feel that they are on their own. It’s perhaps no surprise, then, that the OU has been rated as one of the best for overall student satisfaction every year since the National Student Survey (NSS) first began in 2005.

**MBA induction**

Because we recognise that you may not have studied for many years, or that you might be new to flexible learning, four weeks before your study begins, we guide you through a comprehensive online induction.

During this, you will be given useful start-up information and introduced to a number of helpful tools. Apart from offering a detailed overview of our MBA programme, your induction will offer guidance on:

- how to manage your time
- how to use the virtual learning platform
- study and critical thinking skills
- tutor groups.

As soon as you join our MBA programme you’ll be allocated to a group of around 16 students, with whom you will stay for the first year of study. Throughout the year, this small group will be supported by a tutor, to facilitate your learning.

As you move through the programme, you will get the opportunity to work with a range of different students and tutors. Your tutor group and learning within the module will be facilitated by your tutor and will be your foremost support asset in your learning journey.

**Experienced tutors**

Our support network of more than 100 experienced tutors is perhaps the most distinct, effective and powerful feature of our programme. More than academics, our tutors are also practising business professionals, who will constantly ground your learning in real life contexts.

Unlike traditional university classrooms – where you have a tutor-student ratio of approximately 1:80 or more – at the OU Business School you will get dedicated teaching support, with a tutor-student ratio of 1:16. This means you will benefit from more intensive and individualised support and guidance.

Your tutor will mark all your assignments for a particular module, and provide comprehensive feedback to help you improve as you progress through the module.

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

ANDRE SIMONIAN, MBA GRADUATE

**Residential schools and workshops**

Bringing together students from around the globe, three residential schools form a compulsory part of the MBA programme – taking place in a range of locations across Europe, including London, Dublin and Brussels.

These are immersive experiences ranging from two to four days. Working with live case studies, you will accrue a wealth of real-world experience. Concentrated sessions help you to work, network and learn together, in an international context.

Dedicated development workshops will help to improve your skills, in areas such as negotiation, presentation and consulting.

The residential schools are offered both face to face and, for students who prefer, via an online format.¹

**Tutorial events**

In addition to our residential schools, you will get the opportunity to attend further tutorials. These face-to-face and online sessions provide an opportunity to work through, and clarify, the study material. Our tutorials work as facilitative learning events, where you will also be able to meet your MBA group peers.

¹Please note that the residential school for BXFT716 (see page 13) is only available face-to-face.
Student Support Teams (SSTs)
Offering a highly personalised study experience, our SSTs maximise your chances of success in achieving your study goals.

Throughout your studies, they provide integrated learning and learner support to students, supplementing the support offered by your tutor in all wider academic, administrative, national and regional aspects relevant to your studies.

They also offer academic pastoral support, giving you both:

- **proactive support:** guidance on examination and assessment, selecting modules, tracking your progress and offering individualised support.

- **reactive support:** such as responding to your queries and facilitating resolution and responding to tutor referrals to provide support.

Interactive support
Within the OU MBA programme you will be able to constantly interact with your peers, via vibrant online platforms:

- **Tutor forums:** which enable you to interact, with both your tutor and your group peers, in a tutor-moderated forum.

- **Module forums:** or Student Café, which allows you to interact with peers who are not in your tutor group, but who are working on the same module.

- **MBA world forum:** this lets you connect with all students following our MBA programme. For example, you can take academic advice from peers who are at a more advanced stage of the programme than yourself.

- **Online rooms:** this lets you book virtual rooms in which to group study with your peers.

OU library and online resources
To help you research and complete your assignments, you’ll enjoy free access – 24 hours a day, seven days a week – to the OU’s extensive library. There, you can tap into thousands of online journals, ebooks, databases and multimedia resources – for true flexibility of learning.

Worldwide alumni community
The OU Business School is home to more than 25,000 successful MBA alumni from over 100 countries. You will have access to one of the world’s largest networks of MBA graduates via online groups, professional bodies, events and webinars.

“With the OU Business School it didn’t matter where in the world I was. I could be in the outback, Timbuktu, or my tiny New York apartment – as long as I had internet access I was good to go.”

LINDA GOARKE, MBA STUDENT
Our MBA as employee development

The Open University has more than 40 years’ success in fulfilling organisational needs, across various industry sectors – from large corporates, to SMEs. By listening to, and understanding, the requirements of the individual organisation, we provide flexible solutions to business critical issues.

The OU Business School helps thousands of organisations develop their managers and staff. Our modules introduce employees to the latest business thinking, and enable them to apply these ideas to their work environment. Organisations see an immediate return on their investment.

Geographically dispersed organisations are especially drawn to the OU’s ability to deliver the same learning across the country, or the world. Our learning methods give managers a consistent approach to management – wherever they are located.

Why is our MBA so popular with employers?

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

“The Open University MBA programme allows employees to study while on the go.”

DEREK HARNBY, CUMMINS CORPORATE RECRUITMENT MANAGER FOR EUROPE AND THE MIDDLE EAST

“The BT managers constantly talk to us about the value they have got from the MBA. Primarily the value is that they can take the knowledge that they gained from the course and put it into demonstration in very relevant work-based projects. So, not only are they getting benefit from those work based projects being able to support their MBA activities, but we as an organisation are getting great benefit from their new ways of thinking.”

ANDY PALMER, HEAD OF SKILLS, BT

Some of our sponsoring partners include:

- Airbus
- EADS NV
- Foreign & Commonwealth Office (FCO)
- Ministry of Defence (MOD)
- National Health Service (NHS)
- Rolls-Royce Group plc
- Deutsche Telekom AG
- BT Group
- WS Atkins plc
- FirstGroup plc
Business networks

We are focused at widening our contribution to and involvement with the business community through development of effective business networks. Our strong links with industry enable us to understand the business challenges faced by today’s organisations and reflect that in our learning materials by constantly updating them. Our collaborations, not only with businesses but also government, allow us to take management education into the work place and break the link between exclusivity and excellence.

Global Business School Network

The OU Business School has recently been accepted into the Global Business School Network (GBSN), a network of 67 business schools from 29 countries on six continents working to strengthen management education in the developing world. We are one of only two UK schools to be members (the other is London Business School). The goal of GBSN is to implement capacity building programmes that advance management education, creating long-term impact on development. Membership is fully in line with the OU’s strong commitment to social justice worldwide.

GBSN also provides a resource for innovation, collaboration, partnership and research, which fits in with the OUBS’ international and research strategies.

CMI Partnership

The OU Business School Alumni and Careers Network has partnered with the Chartered Management Institute (CMI), the only chartered professional body in the UK dedicated to promoting the highest standards in management and leadership excellence. Together we are offering two different membership packages, Chartered Manager and Affiliate Membership, both designed to support your career and personal development, and offering discount to you, in recognition of your qualification.

The OU Business School and CMI share a philosophy of practical, applied management development and our partnership allows you to benefit from CMI’s wealth of management resources and support, which research shows, has a positive impact on employability, earning potential and competence. To find out more click www.open.ac.uk/business-school/cmi.
Your passport to a powerful global alumni and careers network

The Open University MBA is your passport to a large, extremely active, business network. MBA graduates automatically become members of our worldwide alumni community.

An Alumni and Careers Network facilitates valuable connections between our Business School and its community of practising leaders and managers, throughout their careers. This network is open to everyone who holds a professional and postgraduate business and management qualification from the OU Business School.

You will belong to this powerful, global, growing community, with over 90,000 members. Our aim is to provide a service that you can continue to draw on throughout your career; whether you are looking to progress within your organisation, change careers, start out on your own, or return to study.

Careers and professional development

We offer a variety of services to support individuals at different stages of their careers and across sectors, industries and functions. Through our website you can access:

- **free** monthly webinars and a webinar library on career support and progression topics
- **free** access to current international recruiter guides and supporting videos on how to work with head-hunters and recruiters
- **free** access to a personal career development programme: The Career Maximiser, developed by MBA Career specialists, Career Farm
- **discounted** access to professional career coaches, CV specialists and career assessment programme
- **discounted** membership to professional bodies
- **priority** access to ongoing learning and continuing professional development
- **free** online library resource access for MBA alumni
- MBA Alumni receive a 10% discount and priority access to a range of OU business School CPD courses and other further study discounts.

**Career mentoring programme**

Designed to support both alumni and students to progress their careers, this programme focuses on the immediate need for development. Whether you are interested in becoming a volunteer mentor or benefiting from being mentored, it offers a rewarding opportunity to engage with others in our network.

We have amongst the largest, most experienced and most diverse group of MBA alumni in Europe, so we are confident that we can match you with a suitable, independent and like-minded mentor to help you achieve your goals.

If you would like to become a mentor, we offer a comprehensive training process to ensure that you are confident and able to use your experience to support others on their professional journey.

**Alumni events**

We offer a variety of face-to-face, online, networking and learning and development events, led by our own academics, tutors, alumni – or other professionals within our network. At a local level, volunteer alumni organise additional informal networking events.

Our programme Business Perspectives brings the latest academic and practitioner thinking and best practice to you through online and face-to-face events, an open access blog and insight into practising managers’ views on a quarterly themed basis.

It’s the place for our network to share their perspectives on current business matters with each other and with our academic and research staff. Industry leaders share their insights at our events, and if the location is not accessible to you, videos and a webcast enable you to participate, learn, and share your own perspective.

Conversations are focused around a central theme; this year, we are exploring innovation, strategy, leadership and strategic change management. For more information, click [www.open.ac.uk/oubs-alumni](http://www.open.ac.uk/oubs-alumni).

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

GRAHAM FINCH, MBA GRADUATE
MBA entry requirements

There are three main routes into The Open University MBA programme. Each has an academic requirement, a work experience requirement, and – if you are an international student – a language competency requirement.

You will be eligible for our MBA by satisfying all three requirements:

<table>
<thead>
<tr>
<th>Route 1</th>
<th>Route 2</th>
<th>Route 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bachelor’s degree with Honours</strong></td>
<td><strong>Bachelor’s degree without Honours</strong></td>
<td><strong>No Bachelor’s degree</strong></td>
</tr>
<tr>
<td><strong>Academic requirement</strong></td>
<td><strong>Academic requirement</strong></td>
<td><strong>Academic requirement</strong></td>
</tr>
<tr>
<td>You will need to have a bachelor’s degree, with honours, awarded by a UK university or equivalent.</td>
<td>You will need to take the GMAT examination, and achieve a score of 640 or above or complete the six-month OU module Managing 1: organisations and people (B628).</td>
<td>You will need to complete our one year qualification – Professional Certificate in Management (S01), which, after successful completion, will give you direct entry onto our MBA. See below for more information.</td>
</tr>
<tr>
<td><strong>Work experience requirement</strong></td>
<td><strong>Work experience requirement</strong></td>
<td><strong>Work experience requirement</strong></td>
</tr>
<tr>
<td>A minimum of three years’ experience in a managerial, technical or professional role.</td>
<td>A minimum of three years’ experience in a managerial, technical or professional role.</td>
<td>A minimum of three years’ experience in a managerial, technical or professional role.</td>
</tr>
<tr>
<td><strong>Language requirement</strong></td>
<td><strong>Language requirement</strong></td>
<td><strong>Language requirement</strong></td>
</tr>
<tr>
<td>A capability equivalent to an IELTS score of 6.5.</td>
<td>A capability equivalent to an IELTS score of 6.5.</td>
<td>A capability equivalent to an IELTS score of 6.5.</td>
</tr>
</tbody>
</table>

Professional Certificate in Management (S01)

If you are new to management, or need to develop your managerial abilities and understanding, this course provides a broad-based, practical introduction to the key ideas, techniques and competencies needed to manage effectively and productively in all functional areas of modern organisations.

The emphasis is on your own professional development – everything you study is related to the management roles and responsibilities you exercise.

Key features of the Professional Certificate in Management

- Build on your existing experience to develop your learning.
- Apply newly-learned skills, knowledge and techniques immediately in your own context.
- Respond to the management development needs of your organisation, wherever you are in the world.
- Applicable to the commercial, public or voluntary sector.

**Duration:** Part time – 1-4 years
Fees and funding

The Open University MBA breaks the link between exclusivity and top-tier, triple-accredited excellence. When compared to the UK’s other triple-accredited business schools, the value for money of the OU model is clear.

Fees

Unlike many business schools, the OU fee includes the cost of books and study materials, accommodation and meals at residential schools, access to a bespoke elearning environment and project supervision, as well as examination fees.

The approximate fee range for our MBA is as follows:

<table>
<thead>
<tr>
<th>Region</th>
<th>Approximate fee range¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Republic of Ireland</td>
<td>£17,669 – £19,599</td>
</tr>
<tr>
<td>Other EU</td>
<td>£18,412 – £20,396</td>
</tr>
<tr>
<td>Rest of the world</td>
<td>Please call +44 (0)300 303 0266 for details</td>
</tr>
</tbody>
</table>

¹Based on 2015/2016 prices

Our fee range explained

- The module prices are reviewed annually, and hence may vary as you progress in your studies.
- The total cost of your MBA will depend on which modules you study and assume that you pass each module at the first attempt.

Don’t let funding problems stop you

Unlike many traditional MBA programmes, the OU MBA does not require a single up front payment. You only pay for the modules you are studying at that time. This spreads the cost over the duration of your study.

You can pay your fees up front, by debit or credit card, or with an Open University Student Budget Account (OUSBA).

How OUSBA works

At registration, OUSBA Ltd pays your full module fee to the OU. You then repay the loan to OUSBA Ltd, in monthly instalments – starting one month after your module begins. Currently charged at 5.0% per annum, interest is only applied once your module has commenced. This is an exclusive rate, available only to students of the OU.

All credit is subject to status and proof that you can afford the repayments. For more information you can write to OUSBA at PO Box 508, Walton Hall, Milton Keynes, MK7 6HX. Please note that the OU works exclusively with OUSBA and is not able to offer you credit facilities from any other provider.

Representative example:

<table>
<thead>
<tr>
<th>Rate of interest</th>
<th>5.0% per annum (fixed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA stage 1 fee (total amount of credit)</td>
<td>£4,726.00</td>
</tr>
<tr>
<td>Fees paid over 11 instalments of</td>
<td>£440.45</td>
</tr>
<tr>
<td>APR</td>
<td>APR 5.1% representative</td>
</tr>
<tr>
<td>Total amount payable</td>
<td>£4,844.95</td>
</tr>
<tr>
<td>Amount of interest</td>
<td>£118.95</td>
</tr>
</tbody>
</table>

If you prefer to pay in full before each module

You can still use the OUSBA option to register for your module and then repay OUSBA interest-free, and in full, just before your module starts (APR 0% representative). This option could give you the extra time you may need to secure the funding for your module.

The same funding arrangement can be made for all subsequent modules that count towards your MBA.

Find out more, click www.open.ac.uk/ousba or call +44 (0)300 303 7444.
The Open University is highly respected by employers which is why more than 40 per cent of our students are sponsored by their employers.

Our online Business Case Builder tool can generate a fully written tailored business case in three easy steps. Explore the tool at [www.openuniversity.edu/employer-sponsorship-documents](http://www.openuniversity.edu/employer-sponsorship-documents) to create a business case to present to your employer.

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

SIR GERRY ROBINSON, BUSINESS EXPERT
Student achievement awards

The OU Business School celebrates the exceptional achievements of its high calibre students annually. The awards, now in their tenth year, are held to commend some of the highest achieving students from the past academic year. We continue to support and celebrate our alumni by recognising outstanding achievements to both organisations and communities.

Here are what some of our award winners had to say about their study experience.

“"I really loved the residential schools because it was a chance to meet all my fellow students and discuss problems and overcome them together. It gives you a great sense of achievement.”

NICHOLAS WEBER
MBA STUDENT OF THE YEAR 2013-2014

“I realised that, although I had been a manager in my organisation for more than 20 years I had no formal qualifications in management. The MBA has really developed my business confidence and I have a firm belief that you are never too old to study and it’s never too late to start something new.

I wanted a course, which would both fit around my full-time post and also be suitable in terms of my disability. The beauty of the MBA with the OU Business School is that I could continue to work and had less travel to manage than if I’d enrolled on a course with a more traditional university.”

JULIE DUFFY
WINNER OF THE ALUMNI OF THE YEAR ACHIEVEMENT AWARD 2013-2014

“It allowed me to have a home life, have a work life and fit studying in to work. The MBA with The Open University was really powerful. Immediately, it was linking to work and to work solutions.”

JON BAKER
ALUMNI OF THE YEAR ACHIEVEMENT AWARD 2013-2014 – HIGHLY COMMENDED

“The OU MBA developed a huge amount of confidence in my abilities and the skills I needed for management. It also made me realise how much you can achieve if you are motivated.

One of the most positive outcomes was realising that I could enjoy learning again. Contrary to my school days where I struggled to learn the distance learning method really suited me. I used to travel a lot and the OU was flexible for that.”

JOHN BROOKER
ALUMNI OF THE YEAR ACHIEVEMENT AWARD 2013-2014 – HIGHLY COMMENDED
Practical information

Credit transfer
Of the 180 credits required for the MBA, 30 credits of elective modules at Stage 2 can be awarded in recognition of relevant previous study elsewhere. For more information click www.open.ac.uk/credit-transfer.

Start dates
Our MBA programme starts in May and November (April and October for those taking the accelerated study pathway) and you will need to register for your modules at least a month before you begin your study. The closing dates for registration are published on our website www.openuniversity.edu.

Meet us
The Open University hosts a number of events in Ireland and Continental Europe giving you the opportunity to meet with OU staff and discuss what it’s like to study with us, and what modules we have that will suit your needs. At some events you can view our learning materials, or talk to subject specialists. For details of events near you, click www.openuniversity.edu/events.

Talk to us
You can always contact one of our study advisers, who can answer any questions you might have and give you further information about our MBA programme. Please call us on +44 (0)300 303 0266 or click www.openuniversity.edu.

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

Alternatively, if you require guidance or advice on how your employer can sponsor you, then please call +44 (0)300 303 0065.

The Crowther Fund
(Open University graduates only)
Set up as a tribute to the late Lord Crowther, our first chancellor, The Crowther Fund is intended to help OU graduates build upon their degrees – either by formal study or research, or by generally broadening their experience through a period of voluntary work. The fund does not take account of financial circumstances, and is open to all OU graduates holding honours degrees. The application closing date is 28 February each year. For further information please email OU-crowther-fund@open.ac.uk.

Future leader fund
The Business School offers an annual scholarship for the first stage of the MBA programme to an individual who can demonstrate early career potential to be a future leader. The scholarship, which is funded by MBA Alumni, is judged based on the merit of the application and is announced in November, for study beginning the following May. For further information on how to apply click www.openuniversity.co.uk/future-leader.

Ways to register
• Online at www.openuniversity.edu
• Call us on +44 (0)300 303 0266
  Lines are open:
  Monday to Friday
  09:00 to 19:00 (GMT)
  Saturday 10:00 to 16:00 (GMT)

International partners
We have a large number of international partner organisations some of which offer The Open University MBA. For further information, click www.oubs.open.ac.uk.

“An MBA is not the end but it is the beginning of a new journey, a new life.”
CHRISTOPH WEIMER, MBA GRADUATE
Contact points for advice and registration

Please visit our website:
www.openuniversity.edu/contact-us

or, please call on:
+44 (0)300 303 0266

Lines are open:
Monday to Friday 09:00 to 19:00 (GMT)
Saturday 10:00 to 16:00 (GMT)