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Chelmsford Campus

Bishop Hall Lane Chelmsford CM1 1SQ

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Visit: www.anglia.ac.uk/laibs Email: answers@anglia.ac.uk Call: 0845 271 3333

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Welcome to the Lord Ashcroft International Business School

Thank you for your interest in the Lord Ashcroft International Business School. We sincerely hope you find within our course portfolio something that meets your interests and needs.

We believe we offer of selection of courses that are carefully designed to be both challenging of existing business practice and which are structured to encourage students to develop their creativity, enterprise and problem-solving abilities as part of a wide range of relevant work skills that will make them attractive to potential employers. We place a high priority on the quality of our teaching and have an enviable reputation for preparing students for employment in an increasingly competitive, international environment.

We are one of very few business schools that has 'international' in our title. We believe this represents an important statement of what we are and what we seek to do. We educate students from the United Kingdom and from many other countries to become thoughtful and well rounded corporate citizens. We seek to develop in our students the knowledge, skills and attitudes to become confident in operating in a business world that has less certainty than it once did, and that presents more challenges than ever.

Our striking, award-winning business school building in Chelmsford, as well as our new building in Cambridge, offer the most advanced state-of-the-art learning environments. We believe we are building an excellent reputation as a centre of excellence for business and management and we are well known, not only within the region, but throughout the world. We have well established partnership agreements with higher education institutions across Europe, in North America, the Caribbean, India and Malaysia and these support our distinctive international mission. In total, over 6000 students are studying with us.

All of our undergraduate, postgraduate and professional courses will bring you into close contact with expert practitioners, analysts and consultants to give you valuable insights into current strategic approaches within your chosen field of study. These expert practitioners are making a major contribution to students in the Lord Ashcroft International Business School, linking professional business and management practice to the rapidly changing global environment in which all businesses, both large and small, must operate.

We look forward to welcoming you to Anglia Ruskin University.

Dr Trevor Bolton,

Dean, Lord Ashcroft International Business School

Lord Ashcroft International Business School – Postgraduate Studies

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POSTGRADUATE STUDIES





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ACCOUNTING AND FINANCIAL ANALYSIS

MSc, PG Dip, PG Cert



Final award:

MSc

Intermediate awards:

PG Dip. PG Cert

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a degree in a relevant discipline. Usually this will be at a minimum of lower second-class Honours. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications.

international financial and accounting issues, including the so-called 'credit crunch' and associated problems with liquidity and solvency, it is vital that managers are aware of accounting and financial standards and their application.

At a time of global concern with

This course will enable you to follow an academically rigorous course of study in the area of accounting and financial analysis, whilst giving due consideration to the environment in which practitioners must operate.

The tutor team involved in the development and delivery of this course are closely linked with the accountancy profession and include authors, examiners and markers for the international bodies.

On successful completion of this course, you should be able to comment critically, and with some insight, on a range of accounting and financial problems and issues. You will also be able to work independently or as a member of a group; be able to identify problems; evaluate possible solutions; and work to implement suitable changes.

This course will:

- provide you with a general foundation for subsequent practice as an accountant or financial manager in a large, possibly international, organisation
- stimulate and offer the opportunity to develop a critical perspective of current developments in a range of accounting and financial issues.

The Postgraduate Diploma and Masters awards will:

- provide an opportunity for detailed research
- enable the development of analytical and research skills.

The Masters award produces appropriately skilled accounting and financial experts.

Assessment

Assessment is undertaken via exercises, written assignments, presentations, examinations or any combination of these. Assessments can be completed either as part of a group or on an individual basis.

A highly participative approach to teaching and learning is adopted throughout this course, with considerable use of discussions, group work, case studies and presentations. You will also be expected to supplement each formal taught hour with three hours of self-managed study and learning, under general guidance from your module tutor.

Associated careers

This course will provide you with a general foundation for subsequent practice as an accountant or financial manager in a large, or possibly international, organisation.

"I decided to study at Anglia Ruskin as it is close to home, and a few of my friends and relatives had studied for their undergraduate degrees here, and highly recommended the University to me. My pathway leader is fantastic. He has made our entire class feel like a close-knit family and has enhanced my experience significantly with his guidance and expertise. The course is very useful for future employment purposes as it provides exemptions from Association of Chartered Accountants (ACCA) examinations, so it is ideal for anyone who wants to go on to complete the ACCA qualification."

Iftaker Hussain

MSc Accounting and Financial Analysis

Feature

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.



STUDY MODULES

Core modules: PG Cert

Accounting Through Audit This module will examine

This module will examine how the role of audit has changed in response to criticism, and it will consider different approaches to audit. Such discussion will consider the UK Audit Commission model of auditor appointment, client focus audits and the training of auditors. It will also consider the concept of the audit expectations gap and review associated case law.

Decision Making and Problem Solving

This module will give you the skills and knowledge necessary to develop frameworks and approaches to decision making, by critically examining theoretical models and relating them to business experience.

Strategic Financial Analysis

This will be relevant to all Masters-level business students, with or without a relevant first degree, as it will examine, from a strategic perspective, those financial analysis theories and practices applicable to modern business.

Core modules: PG Dip

International Accounting

Here, you will adopt an international outlook on modern financial accounting and reporting, whereby the diversity of practices in various countries is evaluated from a historical, economical, political, sociological and technological perspective.

Strategic Management Accounting

This module will assume a basic knowledge of management accounting techniques (such as marginal costing and cost-volume-profit analysis, absorption and activity-based costing) from which it will develop into a variety of decision making areas.

Research Methods for Managers

Here, you will gain the appropriate knowledge, skills and abilities you will need to effectively carry out a piece of small-scale business or management research.

Core modules: MSc

Postgraduate Project

This module will support you in the preparation and submission of a Masterslevel project or dissertation.

Optional modules

International Financial Markets

Here, you will analyse the nature and recent development of security, product and derivative financial markets in a global setting. It examines these markets from the perspective of corporate users and private and international investors.

International Business Environment

This is a broad-based introduction to the environment in which the international business must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors.

International Corporate Finance

This module will extend, develop and apply some of the materials introduced in the International Financial Markets module. It will focus on key aspects of the financial operations related to maximising the valuation of a corporation in an international environment.

Venture Capital and Private Equity

This module will explore the current structure and operation of the venture capital and the private equity sectors around the world.

Management Theory into Management Practice: Global Perspectives

This module will synthesise contemporary management theories with the experiential, practice-based management approaches actually adopted within private and public sector organisations.

Finance for Non-Financial Managers

This module covers the range of financial skills and knowledge expected of non-financial managers. The focus of the module is the operational financial issues most likely to be faced by managers: budgets, budgetary control and decision making.

To apply online visit: www.anglia.ac.uk/apply

ARTS MANAGEMENT

MA, PG Dip, PG Cert



Final award:

Intermediate awards:

PG Dip, PG Cert

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge

Duration:

18 months full-time (1 year plus period for dissertation) Up to 2 years part-time

Start options:

September January

Entry requirements:

A first degree at lower second class Honours or above in humanities is normally required, but some flexibility is possible for candidates with other relevant experience.

Work experience in an arts or cultural environment is desirable; voluntary work experience is acceptable.

This course covers the core skills required to manage arts and cultural organisations in the 21st Century. It will enable you to gain a broad understanding of the institutions and major players that influence the cultural, political, social, and economic environment in which arts and cultural organisations operate.

It will also provide you with a toolkit of key business skills, including marketing, business planning, finance, IT and fundraising. The work experience element of this course will enable you to apply your business skills in a practical context.

Through completion of the Postgraduate Certificate, Postgraduate Diploma and Masters awards you will:

- develop a deep knowledge and understanding of arts management within a wider organisational and contextual framework
- explore current issues and thinking along with techniques applicable for research in the area of arts management
- develop both theoretical and applied perspectives on arts management and be able to apply those perspectives within the organisations in which you (aspire to) work
- develop a range of wider intellectual and transferable skills, consistent with creative thought and independent learning
- · build upon previous knowledge and skills either gained through academic study or through experience in the cultural and creative industry fields.

Assessment

Most modules are assessed by assignment, but there may also be group and individual presentations and project work. If you work in an arts organisation, or have secured a placement, you will be encouraged to illustrate your assignments with reference to the real situations, problems and issues facing your employers or host organisation.

The teaching approach is to develop your knowledge through in-depth, theoretical

and practical work in lectures and seminars, in order to enable you to adapt broad theoretical models into your professional lives.

Learning is carried out via a wide variety of modes: there are two cohorts annually attending in either full-time or part-time mode (part-time students are largely practising arts managers) studying a range of specifically tailored modules. There are opportunities for both full-time and part-time students to work together, thereby developing and exchanging knowledge and practice. This is supplemented by the wide variety of outside visiting speakers from the profession who act as visiting lecturers on this course.

Teaching will include a wide range of approaches such as lectures, seminar, and case study work. Special emphasis on 30 credit modules will include team teaching and the setting of work-based tasks at a strategic level.

Assessment methods will have a strong practical and professional orientation and include assignments; oral individual and group presentations; research proposals; and work-based learning projects.

Work placements

You will have the opportunity to use the skills and knowledge gained through your academic study by undertaking a 30 day work placement with a cultural organisation. This provides valuable experience and enables understanding of arts-based environments first hand, developing competence in dealing with issues and challenges presented.

Associated careers

Our course provides access to arts management careers within the arts and cultural industries, in fields such as: arts development; audience development and marketing; education; and venue and project management.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.



Core modules: PG Cert

The Arts Environment

This module will serve as a foundation for other modules in the arts management field of study. It provides an overview of key practices, issues and theories that are diversified throughout the field and developed in greater depth in the other modules.

Management of Creative Practice (1): Marketing and Communication

This module has several themes: firstly, an appreciation and understanding of key marketing and communication tools, techniques, operations and activities; and secondly how that information informs organisational strategies to reach and develop key audiences for the arts.

Arts Financial Management

Whether in the for-profit or not-for-profit sectors, finance plays an important role in all arts organisations. This module develops many of the concepts, tools and techniques to help managers appreciate the financial perspective in arts organisations.

Core modules: PG Dip

Management of Creative Practice (2): Business Planning, Strategy and Operations

This module will support the main focus of the course by addressing further management issues affecting, and frequently threatening, the stability of content-led organisations.

Arts Fundraising and Sources of Income

This module will relate the importance of fundraising (whether through statutory, philanthropic or corporate means) to the overall achievement of artistic ambitions. It will consider the full range of income sources available, including capital, revenue, project, sponsorship and donor development, and the strategies used to

successfully harness them.

Core modules: MA (Option 1)

Work-based **Learning Project**

Here, you will be required to negotiate, plan and implement a course of learning or study in a complex specialised area, with minimum guidance or supervision.

Dissertation/Major Project

You will receive support in the preparation and submission of a Mastersstage project or dissertation. This will involve an assessment volume equivalent to 20,000 words, worth 45 credits.

Core modules: MA (Option 2)

Research Methods for Managers

This module will provide vou with the knowledge. skills and abilities you will need to effectively carry out a piece of small-scale business or management research. A particular emphasis will be placed upon developing your skills towards your workplace-based Masters project or dissertation.

Work-based Learning Project

You will be required to negotiate, plan and implement a course of learning or study in a complex specialised area, with minimum guidance or supervision.

Dissertation/Major Project

You will receive support in the preparation and submission of a Mastersstage project or dissertation.

Optional modules

Education in the Arts This module examines

arts organisations and their role of education in this context. It aims to generate a comprehensive understanding of the scope of activity within the industry, considering statutory provision and evaluating the manner in which the arts constituency interfaces with the formal education sector.

Event Management

This module aims to equip you with the skills and techniques which will ensure an effective and structured outcome to event management in today's competitive environment.

Practical HR for **Arts Managers**

This module is designed to provide the basic practical human resource management knowledge and skills required for managers of arts-based organisations, which normally operate within the not-for-profit and voluntary sector, where there is a strong ethos of community and social service.

Research Methods for Managers

This module provides you with the appropriate knowledge, skills and abilities you will need to effectively carry out a piece of small-scale business/ management research. A particular emphasis will be placed upon developing you skills towards your workplace-based Masters dissertation/project.

Youth Arts Strategy and Delivery

This module explores and critically examines the genesis of youth arts activity; its successful development and implementation; and its beneficial individual, social, political and cultural impact. It also equips you with knowledge, skills and techniques to make your own positive contributions to youth arts activity.

To apply online visit: www.anglia.ac.uk/apply

Visit: v

ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS

ACCA



Final award:

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Faculty:

Lord Ashcroft International Business School

Location:

Chelmsford

Duration:

3-4 years part-time (ACCA allows up to 10 years for completion of their accredited course)

Start options:

September February

Entry requirements:

For entry to ACCA's professional qualifications, candidates must be at least 18 years old and meet at least one of the following criteria: hold two A Levels and three GCSEs or O Levels in five separate subjects, including mathematics and English; hold a degree from an ACCA approved university (with appropriate accounting content); hold an appropriate BTEC or NVQ qualification; be an AAT graduate. This gives candidates eligibility to take papers F2 and F3. These must be completed within four sittings. If a candidate is successful, they can proceed as normal.

To apply online visit:

7 www.anglia.ac.uk/apply

The ACCA is a highly respected professional qualification, which equips students for a successful career in accountancy. It is a postgraduate qualification, which provides access and exemption to students who wish to pursue their studies at Masters level.

Anyone interested in a career in accountancy or finance, or anyone who wants to update their knowledge in any of the subject areas offered can study ACCA.

We offer a flexible approach to studying. This course has been designed to cover the ACCA syllabus with subjects being offered at all levels, enabling you to choose between day release, evening classes, or (where possible), a combination of both, to fit in with your working and personal circumstances. The courses offered are a mix of intensive 12 week and standard 26 week courses. You are expected to attend lectures on a regular basis.

This course is divided into parts.
There are 14 papers in total, of which 12 are compulsory and two are chosen from four options. A maximum of nine papers in the Fundamentals level are available for exemption.

These are broken down into: Fundamentals Knowledge (three papers); Fundamentals Skills (six papers); Professional (five papers – three essential and two optional).

ACCA blocks have to be studied in order: Fundamentals Knowledge, Fundamentals Skills, Professional Essentials, Professional Options. However, within each block papers can be studied in any order, so for example you can study F9 before F4. Completion of a block and the start of the next can be done at the same time: for example, if you have passed papers F2 and F3, you could then

study F1 and any paper from the Fundamentals Skills block at the same time.

Additional course information

The ACCA qualification is an internationally recognised accountancy qualification that equips you for a successful career in accountancy, be it in industry, practice or the public sector. You will acquire knowledge and skills in a diverse, yet dynamic, curriculum, including tax, audit, law as well as the core accountancy subjects.

Your organisation will benefit from gaining an accountancy professional who understands the financial needs of business and who can evaluate and present effective business solutions.

Please note, a list of available papers can be downloaded from the 'apply online' link on this page (bottom left).

Features

Our course consists of a number of elements:

- · strictly limited number of students
- · personal tutor support
- · examination preparation
- full revision days for 26 week courses
- · feedback on tutor-marked work
- · question and answer practice.

Although flexible, your study requires a great deal of commitment. You will be expected to do preparatory work for each lecture together with set course work.

For courses starting in September, for the June exams, there are at least 26 teaching weeks scheduled with some allocated to question and answer practice, with mock examinations (at the discretion of the lecturer). Attendance at each lecture will be required, and it is expected that you form small study groups to meet with in between sessions. This has proved to be particularly helpful in preparing

for the examination. Additionally, we offer subjects as intense 12 week courses. These require an intense period of private study as well as attendance at lectures/workshops.

Anglia Ruskin has a long tradition of offering high-quality accounting education throughout the Eastern region. Students of the ACCA programme will receive tuition, guidance and support from qualified, experienced academic staff. Our team brings together a wealth of experience covering the practical and theoretical aspects of the course.

As an Anglia Ruskin student, you will receive a number of useful benefits:

- access to our comprehensive University Library and study facilities
- access to information technology support
- Student Union services
- personal support, including educational and careers guidance and special needs via the Student Services Department. (Please note – if you require special needs, for example extra time in exams, you will need to contact the ACCA. The University's Student Services can help with day-to-day special need requirements only)

- recreation and sport facilities
- access to new our new striking award-wining building with well-equipped lecture theatres and seminar rooms.

In addition to the tuition that we provide at Anglia, it is your responsibility to become a member of ACCA, apply to sit the exams, and apply for exemptions with ACCA.

Exemptions can only be granted by the ACCA. Applications for ACCA membership and exemptions must be sent direct to them. Applications for exemptions to be reflected in the December exam options must be submitted by 31 July. Application for exemptions to be reflected in the June exam options must be submitted by 31 January. We recommend you apply for exemptions as soon as possible.

To be eligible for the December examinations you must have registered by the 15 August and applied for the examinations by 15 October. To be eligible for the June examinations you must have registered by the preceding 31 December and applied for the examinations by 15 April. However, in order to sit a computer-based exam for papers F1, F2 and F3, it is simply necessary to be a registered ACCA student without any deadline on when

you became registered, although it normally takes six weeks for the ACCA to process your application.

These requirements are your responsibility and must be completed in plenty of time: the ACCA will not vary dates. (Please note: examination sittings do not take place at Anglia Ruskin University. There are exam centres all around the country; the closest location to the University is Riverside Ice and Leisure Centre, Victoria Road, Chelmsford (Centre Code: U926). For details of the exam centres please contact the ACCA).

All exemptions must be approved by the ACCA. To do this contact ACCA's Student Services on **0141 582 2000**.

Associated careers

The ACCA is an internationally recognised accountancy qualification, which provides a range of flexible career options for its members in industry, practice and the public sector. To qualify as an Affiliate Member, a student must complete a series of demanding professional examinations and a minimum of three years of financial work experience. However, the financial work experience requirement can be undertaken after completion of the exams.



STUDY MODULES

Core modules

- · Accountant in Business
- Advanced Audit and Assurance
- Advanced Financial Management
- Advanced Performance Management
- Advanced Taxation
- Audit and Assurance
- Business Analysis
- · Corporate and Business Law
- Corporate Reporting
- Financial Accounting

- Financial Management
- Financial Reporting
- Management Accounting
- Performance Management
- Professional Accountant
- Taxation

Visit: www.angl

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT (CIPD)

Postgraduate Diploma in Human Resource Management



Final award: CIPD

Intermediate awards:

PG Dip

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge, Chelmsford University Centre Peterborough

Duration: 2 years part-time

Start options: September

Entry requirements:

Candidates will normally be expected to hold one of the following: a degree from a UK university, normally at a minimum of lower second class Honours; or S/NVQ Level 4; a foundation or intermediate HR award accredited by CIPD, and relevant experience in a managerial role or a role with professional responsibility. Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from, and contributing to, the course.

Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications. Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

To apply online visit: www.anglia.ac.uk/apply

This two-year, part-time, postgraduate course in Human Resource Management has been designed to meet the requirements of CIPD's advanced-level qualifications.

This course is ideal for those aspiring to become effective HR practitioners – whether working as managers or consultants in generalist or specialist roles. It will enable you to develop your understanding of organisations and the changing external context in which HR operates. Using critical analysis, self-reflection and problem solving techniques, you will learn how to develop and implement creative and strategic HR solutions that drive organisational performance.

The CIPD qualification is the foremost award in the field of human resource management and is held by many UK and international HR directors. This qualification will provide you with the underpinning knowledge necessary for CIPD's professional membership (associate, chartered member or chartered fellow).

Assessment

Assessment is by modular assignments, incorporating written reports and essays, oral presentations, case study analysis, examinations and a portfolio.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Links with industry and professional recognition

The CIPD is the primary professional body in the UK for those involved in the management and development of people. They have designed their new advanced-level curriculum, which is incorporated in this course, following extensive research so that you can be sure that you will be equipped with the knowledge and skills that employers are seeking.

Associated careers

At our Lord Ashcroft International Business School, we have spent a considerable amount of time planning a business school for the 21st Century. This has involved looking at both the present and future development needs of managers, and of the organisation to which they belong, in order to improve their competitiveness.

Our courses are designed to be academically rigorous whilst maintaining a focus on the skills and knowledge you need for a career in HRM. Successful completion of this course will enable direct entry to the MA in Human Resource Management.



STUDY MODULES

Core modules: year one

- Human Resource
 Management in Context
- Resourcing and Talent Management
- Leading, Managing and Developing People
- Developing Skills for Business Leadership

Core modules: year two

- Designing, Delivering and Evaluating Learning
 Development Provision
- Employment Law and Relations
- Investigating a Business Issue from a Human Resources Perspective

Key changes at this level include:

If you intend to progress immediately onto the MA in Human Resource Management on completion of this course, you may study the International and Comparative Human Resource Management module instead of the Investigating a Business Issue from a Human Resources Perspective module. The latter module is assessed by a management research report (a CIPD requirement) and this is subsumed in the Major Project on the MA in Human Resource Management.

Visit: www.anglia.ac.uk Email: answers@anglia.ac.uk Call: 0845 271 3333

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT (CIPD)

Flexible Study - Professional Development Scheme



Final award:

Faculty:

Lord Ashcroft International **Business School**

Location:

Chelmsford

Duration:

2.5 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold one of the following: a degree from a UK university, normally at a minimum of lower second class Honours: an S/NVQ Level 4: a foundation or intermediate HR award accredited by CIPD and relevant experience in a managerial role, or a role with professional responsibility. Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing

Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications. Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

To apply online visit: 11 www.anglia.ac.uk/apply This course is delivered by attendance of seminars and skills workshops which are held approximately every six weeks to enable you to access specialist lecturers and study with others following the CIPD Flexible Learning.

Our "flexi" options are especially designed for busy managers who cannot commit to weekly class attendance. Students who successfully complete this course will achieve graduate membership of the CIPD. Those with three years' relevant managerial experience will also be able to apply immediately to the CIPD for full chartered membership.

This course embraces learning methodologies in line with the demands of each topic area investigated. The approach will be highly participative and experiential. Learning methodologies include lectures, seminars, discussions, workshops, group work and simulations. You will also be expected to carry out your own individual, student-led learning, as well as learning directed by your tutors.

Assessment

Assessment is undertaken via assignments, incorporating written submissions; skills assessment by way of oral presentations/roleplay; or case study analysis and examinations.

Additionally, in order to satisfy eligibility for CIPD graduate membership, you will be required to produce a management research report and a CPD portfolio.

You will work with tutors on an individual basis to complete your management research report and Continuing Professional Development (CPD) portfolio (applied personnel and development).

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Associated careers

The CIPD courses are relevant to all managers and aspiring managers seeking to develop careers in the human resources field. At our Lord Ashcroft International Business School we have spent a considerable amount of time planning a business school for the 21st Century. This has involved looking at both the present and future development needs of managers and of the organisations to which they belong in order to improve competitiveness.

Links with industry and professional recognition

CIPD is the primary professional body in the UK for those involved in the management and development of people.

STUDY MODULES

Leadership and **Management Standards**

This first stage is devoted to four CIPD modules: Leading and Managing People; Managing Results; Managing Information for Competitive Advantage; Managing in a Strategic Business Context.

Professional Practitioner Standards

This second stage focuses on four Human Resource modules: Employee Reward; Employee Relations; Learning and Development; People Resourcing; People Management and Development.



CHARTERED INSTITUTE OF PUBLIC FINANCE AND ACCOUNTANCY IN PARTNERSHIP WITH CETC

CIPFA



Final award: **CIPFA**

Faculty:

Lord Ashcroft International **Business School**

Location:

Chelmsford

Duration:

3.5 years part-time

Start options:

September February with exemptions

Entry requirements:

Candidates can study for CIPFA if

they have a minimum of three GCSEs (grades A-C) and two A Levels (grades A-C), or the Scottish, Northern or Southern Irish equivalents. Subjects must include Mathematics and English at either level. BTEC and SCOTVEC National Certificates are also accepted. The minimum vocational qualification is an NVQ/GNVQ at Level 3, or the Scottish equivalent.

Mature entry: candidates can become a CIPFA student if aged 21 or over, with a minimum of three years' relevant work experience and the support of their employer.

Membership of the Chartered Institute of Public Finance and Accountancy (CIPFA) is an externally awarded qualification. CIPFA is the leading public services accountancy qualification, and is ideal if you wish to strategically lead public services into the future.

Upon qualification, you will have chartered status and many choose to work in the private sector as well as the public sector. Registration with CIPFA is required, for more details visit: www.cipfa.org

Our teaching is aimed at examination success, and we have some of the highest pass rates for CIPFA in the country.

The syllabus is wide-ranging and dynamic, and will equip you with a range of skills, including financial and management accounting: taxation and audit; leadership and management; strategic business management; and an insight into public policy and finance.

At Anglia Ruskin University, the CIPFA course is delivered in partnership with the CETC (CIPFA Education and Training Centre) London, at our Chelmsford campus. During your studies you will be supported by a team of expert lecturers, quality learning material, day-release class contact and revision, and mock examinations. In addition, you can choose to sit your examinations here, in familiar surroundings.

Assessment

Assessment of this course is carried out by CIPFA and is by examination only.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Links with industry and professional recognition

CIPFA lecturers at Anglia Ruskin are recognised leaders in their field with strong links to the institute, national examiner roles on behalf of CIPFA. and a leading interest into public service research.

Associated careers

Most senior finance managers in public services are members of CIPFA. Membership gives access to the higher-level management posts and chartered status. The CIPFA qualification is recognised throughout the world as the foremost public service finance qualification in the world, and we are the only full-time tuition provider.



STUDY MODULES

Core Modules: PG Cert

- Financial Accounting
- Management Accounting
- Financial Reporting
- Financial Management Systems and Techniques

Core Modules: PG Dip

- Leadership and Management
- Audit and Assurance
- Financial and Performance Reporting
- Accounting for **Decision Making**
- Governance and Public Policy
- Public Finance
- Taxation

Final Test of Professional Competence (FTPC)

• The FTPC comprises a large in-tray test or case study; a strategic business management module; and submission of a portfolio of initial professional development.

CIPFA's professional qualification has been designed in three stages and has been developed to dovetail with a trainee's work placement and the practical work skills they acquire. At each stage successful students can apply for membership and receive designatory letters:

The modules at this stage are the building blocks of any career in accountancy or financial management. From doubleentry book-keeping, to preparing and interpreting financial statements and management accounts; this level gives you the right grounding for your career.

Financial Accounting Double-entry accounting. ethics, financial statements.

Budgeting, costing, decision making,

Financial Reporting

Audit and Assurance Audit environment. risk assessment, audit evidence, external and

1. Certificate Level

Management Accounting sustainability.

IFRS, company financial statements, consolidation, interpretation and analysis.

internal audit.

2. Diploma Level

sector issues, the overall

knowledge can easily be

transferred into private

sector companies.

Public expenditure,

income taxes, VAT.

Financial Reporting

financial statements.

Governance, Public

Policy, and Ethics

Reporting frameworks,

performance reporting.

Reform and regulation,

Financial Management

Treasury management,

investments, financial

risk, working capital management.

contemporary issues,

policy environment,

good governance,

ethical behaviour.

Public Sector

revenue and debt, taxation

systems, corporation tax,

Public Finance

and Taxation

Building upon knowledge Organisational strategy, gained at Certificate Level. environmental analysis. the diploma focuses on strategic choice, specific public sector organisational structures, business skills and public value. financial topics. **Business Management** It covers areas such Procurement, as whole of government commissioning, quality, accounts procedure, performance management, public sector reporting project management, frameworks and public information systems. sector borrowing. Although 3. Final Test of this level focuses on public

Professional Competence This is the last stage in

Business Strategy

becoming a chartered public accountant. It is the culmination of all the skills learnt throughout the qualification and gives you a more focused strategic financial management overview of running major projects and large complex organisations.

Strategic Leadership

Contemporary approaches, innovation, communication.

Strategic Financial Management

Strategic decision making, problem solving, professional judgement, effective communication, ethical dilemmas.

To apply online visit: 13 www.anglia.ac.uk/apply

CORPORATE ENTREPRENEURSHIP

MSc, PG Dip, PG Cert



Final award:

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge

Duration:

1 year full-time

Start options:

September

Entry requirements:

Candidates are normally expected to hold a first degree from a UK university with at least a lower second class Honours classification and at least two years' experience within a business. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications. Non-academic conditions: interviews and two references.

This is a unique and highly innovative course, specially designed for entrepreneurial managers working within large, private and fast-growth, medium-size companies who want to hone their skills and ensure their organisation is properly equipped to meet the complex and unpredictable business challenges of the 21st Century.

The course content includes the latest thinking and research on corporate entrepreneurship at a strategic level, and is combined with a strong emphasis on practical application and transferring your learning to your own organisation. The course includes students from a wide range of business and service backgrounds, providing an excellent pool of experience and expertise from which to learn.

By completing this course, you will:

- develop a wider strategic vision of the role of entrepreneurship within large private and public sector organisations
- gain a better understanding of the management behaviours, skills, and knowledge required to enact and sustain entrepreneurial activities
- develop a broad understanding of the principle concepts and practices of corporate entrepreneurship, and develop a critical awareness of current theory
- develop a sustainable entrepreneurial strategy to enhance the competitiveness of your organisation
- study in a stimulating and supportive learning environment, which will foster personal growth and effectiveness as an entrepreneurial manager.

Assessment

You will be required to complete assignments against each module and keep a reflective log throughout the duration of the course. A final project will require you to develop and present a growth and sustainability strategy for your company to a mix of course academics, entrepreneurs and their employers.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Special features

You will be allocated an external entrepreneur as a mentor throughout your course. This will help to reinforce the teaching and learning methods, and strategies, to ensure that the learning outcomes for each module are successfully achieved.

In addition, a highly skilled and experienced teaching team will deliver this course using innovative teaching methods. The four taught modules are delivered over an intensive week period, with teaching often taking place away from our Cambridge campus. For example, you may be taken to a theatre to work with an artistic director to learn how the creative process can be used to create a piece of theatre from scratch.

Associated careers

Careers associated with this course include management roles within the private, public or non-profit sectors at middle or senior management level.





Core modules: PG Cert

Mapping the Intrapreneurial Environment

In this module you will undertake an audit and mapping of the internal environment within your host organisation.

Core modules: PG Dip

Foundations of Corporate Entrepreneurship

This module will provide you with a conceptual and theoretical underpinning to corporate entrepreneurship and intrapreneurial management.

Practice and Processes of

Corporate Entrepreneurship
This module will provide you
with a critical introduction
to the behaviours, skills and
knowledge required to enact
intrapreneurial activities
and behaviours.

Intrapreneurial Management

This module will focus on developing, testing and embedding your understanding related to the key activities required for intrapreneurial action.

Understanding the Intrapreneurial Environment

Building upon the PG Cert in Corporate Entrepreneurship, this module will develop a critical understanding of the influence of the environment on the development and management of intrapreneurial activity.

Core modules: MSc

Developing and Implementing an Intrapreneurial Strategy

During this module you will engage in a substantial piece of individual research, consultancy or development work within the field of corporate entrepreneurship, as appropriate to both your interests and aspirations and that of your host organisation.

To apply online visit: www.anglia.ac.uk/apply

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Lord Ashcroft International Business School Postgraduate Studies

Visit: v

CORPORATE GOVERNANCE

MA, Grad ICSA



Final award:

Faculty:

Lord Ashcroft International Business School

Location:

Chelmsford

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September February (part-time only)

Entry requirements:

Candidates will normally be expected to hold a degree from a UK university. Usually this will be at a minimum of a lower second class Honours (2:1 preferred). Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications.

Work experience preferred if possible. This course is open to non-graduates who have successfully completed the ICSA Foundation (ICSA Certificate) and Pre-Professional Programmes (ICSA Diploma), or equivalent.

This course is taught in an integrated fashion, so that the links between the various subjects are considered in the context of corporate governance as a whole. It asks 'why?' rather than 'how?' as with a non-academic course.

Extensive use is made throughout each module of guest speakers with practical experience of corporate secretaryship or governance.

Uniquely, our Faculty teaches corporate secretaryship using the same blueprint software used by major commercial organisations to fulfil their statutory record-keeping responsibilities.

Lecturing staff: Stephen Bloomfield BSc (Econ), MA (Econ), FCIS

Following the successful completion of his Masters degree, Stephen Bloomfield became a fast-track administration trainee in the civil service. He then went on to work as a professional economist; a Fleet Street-based journalist; and a construction sector analyst for a major firm of stockbrokers. After four years as a director of the Coal Board Pension Fund's venture capital division, he spent ten years acting as a 'company doctor'.

He has written three books – one of which is described by the Institute of Directors as 'the most authoritative available' on venture capital – and is the editor of the newsletter, *Governance and Disclosure*.

Trina Hill, ACIS – extensive experience as FTSE 250 company secretary.

Speakers on past courses have come from the following organisations:

- Transparency International
- Golder Associates
- Mothercare
- Wilkins and Sons
- Britvic
- . The Financial Services Authority
- · Deutsche Bank
- House of Commons All Party Working Group on Corporate Governance
- · Armstrong Bonham Carter
- Serious Organised Crime Agency
- Essex County Council
- · Social Enterprise East of England
- Scottish Parliament
- ICSA.

Assessment

Assessment is undertaken via assignment (extended essay) and evaluated presentations.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Work placements

Opportunities for work placements occasionally arise with local commercial, or public sector organisations during this course.

Special features

Visits to local organisations are a feature of this course.

Associated careers

Our graduates have entered the professions, joined regulatory agencies, and entered commercial careers.

Many of our students are from the public sector.



STUDY MODULES

Core modules

Corporate Governance and the Shareholder

You will examine principally theoretical aspects of the subject and concentrate on the inward-looking element of governance that affects the relationship between the corporation and the shareholder. One of the main focuses of this module is the further development of your employability and professional skills.

Corporate Governance and the Stakeholder

This module will develop your theoretical basis further and extend it to an examination of the outwardfacing aspect of corporate social responsibility.

International Financial Reporting

This module will develop your understanding of financial reporting in an international and strategic context, considering financial reports from the perspective of the external reader of this information. It places the accounting environment in an international context and looks at the context from which accounting rules have evolved in order to meet the needs of globalisation for both organisations and financial markets. Companies, whether operating in a domestic or international environment. must ensure the financial statements fairly reflect the corporate position so that

reasonable conclusions from their critical review of the company's results. The information used by external observers is not restricted to the annual financial statements: in many countries large companies must publish interim financial reports and companies regularly publish data to inform the range of stakeholders. A focus of stakeholder interest is the company share price and investment potential. This module will introduce the operational aspects of the financial markets, market ratios and how investors evaluate data.

external observers can draw

Corporate Secretaryship

This module is designed to satisfy the professional (Grad ICSA) requirements of the Institute of Chartered Secretaries and Administrators (ICSA) with respect to the basic professional competencies required of a chartered secretary intending to practise. The law that requires a company secretary be appointed to every company and, as the primary adviser to the board, the role is one of pivotal importance given the increasing significance of corporate governance.

Company Law For Corporate Governance

This module will look at issues of company law from the perspective

of governance and concentrates on major pieces of UK legislation – the Companies Act, the Insolvency Act, and the Financial Services and Markets Act – together with the impact of European directives on the operation of companies

International Strategic Financial Management

The primary objective of this module is to provide a conceptual and analytical framework for looking at organisations operating internationally in capital, financial and operational markets. To this end, international and global considerations, both quantitative and qualitative, will be given high prominence.

International Governance

This module deals with the theoretical aspects and the practical application of comparative corporate governance. In addition, it will deal explicitly with the impact of globalisation on the business environment and the consequences for corporate governance of the expansion of market places and the regulatory consequences.

Dissertation/Major Project You will prepare and

submit a dissertation of 20,000 words, with the support of a supervisor, on an issue of your choice that combines elements of the entire course.

Non-Assessed Compulsory Support Module:

Research Methods for Managers

This module will provide you with the appropriate knowledge, skills and abilities to effectively carry out a piece of small-scale business or management research. A particular emphasis will be placed upon developing your skills towards your workplace-based Masters dissertation or major project.

Optional modules

Public Sector Governance

This module considers the particular requirements of governance in the public sector and will consider the specific characteristics of corporate governance in the context of public policy formation since 1945.

Third Sector Governance

This module covers the differing requirements of organisations in the third sector (charities and not-for-profit organisations) and reviews the different accounting and legislative controls to which they are subject.

To apply online visit:

www.anglia.ac.uk/apply

FINANCIAL MANAGEMENT **PRACTICE**

MSc, PG Dip, PG Cert



Final award:

Intermediate awards:

PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Chelmsford

Duration:

1 year full-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a first degree at a minimum of lower second-class Honours.

Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications.

Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from, and contributing to the course.

To apply online visit: 19 www.anglia.ac.uk/apply Our MSc in Financial Management Practice is an innovative new course at our Lord Ashcroft International Business School, designed to meet the growing demand in both international and corporate markets for a core degree in the 'practice of management', specialising in financial management.

Our course will support the development of management practitioners and not just business graduates, who (through their academic studies, practice-based learning and experience) are able to gain both generic and context-specific skills, competencies and knowledge, which will support 'confident futures' in management within regional, national and international business organisations.

Assessment

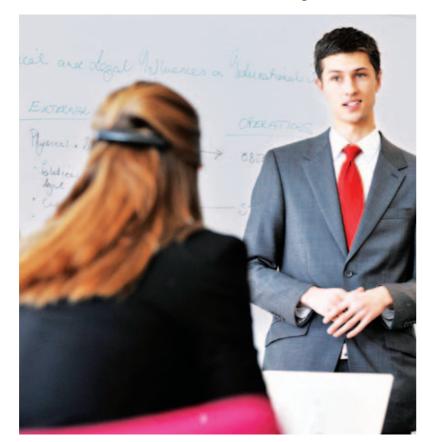
Assessment reflects management practice in the work environment and includes: assignments; presentations; reflective portfolios; and personal development plans, all related to management practice in real organisations. There are no formal examinations.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Associated careers

Management roles within the private, public or non-profit sectors at junior or middle management level.



STUDY MODULES

Core modules: PG Cert

Management Theory into Practice

Theories of strategy and management are often avoided by many operational managers. This module, designed and delivered by two industry practitioners, provides you with a way to bridge this theory/ practice divide.

The Reflective Practitioner

This module will enhance your self-awareness and self-understanding through the use of theoretical approaches, models and tools to support self-analysis. One of the main focuses of this module is the further development of employability and professional skills.

Core modules: PG Dip

Action Learning for Managers

This module will provide a framework to support managers through the processes involved in designing, undertaking and critically evaluating an action learning intervention within a selected organisation.

Core modules: MSc

Postgraduate **Major Project**

Here, you will be supported in the preparation and submission of a Mastersstage project or dissertation.

Management **Practice Portfolio**

This module will support you in the preparation and submission of a portfolio equivalent to a Masters-stage project or dissertation.

Optional modules

Challenges of Management in Practice

Here, you will have the opportunity to apply new knowledge within the context of your professional experience, reflecting on and learning from your prior experience, and developing abilities to apply this to new situations, specifically to your placement/employment organisation.

Decision Making

and Problem Solving This module will give you the skills and knowledge necessary to develop frameworks and approaches to decision making, by critically examining theoretical models and relating them to business experience.

Perception of Taxation

This module is designed around a critical evaluation of Buchanan's (1984) alternative paradigms of taxation and whether changes on tax legislation focus or utilise any of these alternatives.

Strategic Financial Analysis

This module is relevant to all Masters-level business students, with or without a relevant first degree, as it introduces the financial analysis theories and practices applicable to modern business from a strategic perspective, then develops vour knowledge and ability to apply these techniques, and critically appraise their validity.

International Strategic **Financial Management**

The primary objective of this module is to provide a conceptual and analytical framework for looking at organisations operating internationally in capital, financial and operational markets. To this end, international and global considerations, both quantitative and qualitative, will be given high prominence.

Strategic Management Accounting

Resource utilisation is of ever-increasing importance in the dynamic business environment, and appreciating resource decision making techniques is critical in driving improvement. Hence our module is aimed at those studying how organisations can make best use of their resources, particularly in the short and medium term.

International Financial Reporting

This module will develop your understanding of financial reporting in an international and strategic context. It considers financial reports from the perspective of the external reader of this information.

Corporate Governance and Social Responsibility: An International Perspective

During this module you will undertake an examination of the theoretical bases and practical application of corporate governance in the modern business environment and its historical derivation, considering in

particular the alternative approaches adopted by the UK and the USA, and the mixed approach proposed by the King Report (2002) in South Africa.

Independent Learning Module

Here, you will be supported in the preparation and submission of independent learning. It is intended for use only where our Faculty identifies a need. It enables you to study topics not provided within existing modules, but within clearly defined parameters.

International **Financial Markets**

This module analyses the nature and recent development of security, product and derivative financial markets in a global setting. It examines these markets from the perspective of corporate users and private and international investors.

Business Planning and Finance

Business planning and finance are recognised as having an important role to play with respect to the performance of the public and private sectors. In recognising that importance, the module is designed and intended to generate in-depth knowledge and understanding of these areas with respect to enterprise, wealth and job creation, and sustainable development within a modern mixed economy.

Visit: www.angli

GLOBAL COMMUNICATION (DUAL AWARD)

MA, PG Dip, PG Cert



Final award:

Intermediate awards: PG Cert. PG Dip

Faculty:

Lord Ashcroft International Business School

Location:

Budapest Business School Hungary Cambridge

Duration:

1 year full-time

Start options:

September

Entry requirements:

Candidates will normally be expected to hold a good first degree from a UK university or recognised equivalent from other international higher education institutions.

Work experience is desirable but not a requirement.

Candidates should note that this course requires all students to attend, for at least one semester, one of the named international partner institutions which teach specific modules. In such cases, a country-specific student visa may be required. We cannot accept responsibility if a visa is not granted to a particular candidate. In such circumstances, candidates wishing to study with us will be required to transfer to an alternative course.

This course will prepare you for a career in the area of global communication (MAGC).

To this end it aims to:

- build upon previous knowledge and skills gained as a result of your undergraduate studies
- develop deep knowledge and understanding of effective communication in different parts of the world within a wide organisational and contextual framework
- explore current issues and thinking along with techniques applicable for research in the area of communication
- to develop both your theoretical and applied perspectives on communication in an international context, and to apply those perspectives within the organisations in which you (aspire to) work
- develop a range of wider intellectual and transferable skills consistent with creative thought, problem solving, ethical decision making and independent learning.

Assessment

Assessment will take a variety of forms, including written assignments; portfolio development; presentations; case studies; examination and group work. The assessment will be directed to both test your achievement in the outcomes of the modules, and to develop your wider skills and knowledge in effective communication in a global context.

Teaching will include a wide range of approaches, including lectures, seminars, videos and case studies.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Associated careers

This course will prepare graduates for a career in global communication management. However, it will also equip you in a broad range of management and business-related activities within private and public sector organisations.

International students

This course is not normally available to international students who would require a student visa to undertake this course. This restriction is because we cannot guarantee a student's ability to secure a further visa to support the placement semester overseas. The exception will be international students studying at the partner institution intending to transfer to Anglia Ruskin University for part of the course.



STUDY MODULES

Core modules: PG Cert

International Business Environment

This module provides a broad-based introduction to the environment in which the international business must operate, focusing on economic, legal, political, sociocultural, ethical, ecological and technological factors.

International Leadership

This module offers a historic overview of leadership, identifying reoccurring themes and dilemmas of leadership throughout human history in different ages and different cultural settings. The main theories and trends of leadership research will be explored

Entrepreneurship and Innovation

Here, you will review the classical models of entrepreneurship and examines the main characteristics of entrepreneurs within organisations of all sizes. Commercial, public sector and not-for-profit-distribution organisations can be included in this assessment.

Intercultural Management

Here, you will gain an insight into the complexity of intercultural management. The module offers a number of theoretical frameworks and an overview of the history and current state of cultural research.

Core modules: PG Dip (Budapest)

Communication of International Organisations

This module offers a general overview of the new world order and global contexts of international relations, with special regard to the most significant international organisation types as important scenes of international public sector communication.

International Marketing

Companies are operating in a global, fast-paced economy in which they are facing competition from businesses working in the real world from outside their national borders. Today companies must be able to operate in the global market place or they will die. This module examines the processes that companies go thorough in the development of their international activities. Particular attention will be paid to the environmental issues relating to international market entry that companies need to address. The development of an appropriate international marketing strategy will be examined

Media and Society

Here, you will gain an in-depth view of the influence of the media on society. Emphasis is placed on developing skills most likely to lead to an understanding of how the media strives to live up to the ever-changing expectations of the public.

Research Methods for Managers in an International Context

This module prepares you to undertake a piece of business or management research for your Masters project by developing appropriate knowledge, understanding, and transferable intellectual and practical skills.

Core modules: MA

Postgraduate Major Project Here, you will be supported in the preparation and submission of a Mastersstage project or dissertation.

To apply online visit: www.anglia.ac.uk/apply

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Lord Ashcroft International Business School Postgraduate Studies

HUMAN RESOURCE MANAGEMENT

MA. PG Dip. PG Cert



Final award:

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Cambridge

Duration:

1 year full-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a relevant degree, normally at a minimum of lower second-class Honours, a minimum of two years' work experience in a relevant field and graduate membership of the CIPD, for entry at Stage 3. Holders of other awards, including those from non-UK universities, will be considered on the equivalence of their qualifications.

Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility, may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the programme.

To apply online visit:

The human resource manager of the future will be concerned with the wider issues of organisational effectiveness in increasingly globalised markets, where the impact of managerial decisions has major ramifications for the effectiveness of the organisation.

In a world which is changing rapidly and where stability is a thing of the past, the HR manager will be central to the proactive management of the workforce, operating from a strategic viewpoint in terms of the future structure and functioning of the organisation.

This course is designed for the senior HR manager of the future who will be concerned with the wider issues of organisational effectiveness in increasingly globalised markets where the impact of managerial decisions has major ramifications for the effectiveness of the organisation.

In a world, which is changing rapidly and where stability is outdated the HR manager will be central to the proactive management of the workforce operating from a strategic viewpoint in terms of the future structure and functioning of the organisation. Thus this course will benefit those HR managers who are preparing themselves for senior roles and are seeking to develop their strategic and international perspectives and establish HR as a major influence in the formation of company policy.

Underlying the Lord Ashcroft International Business School approach is a strong conviction that managers learn with and from each other in the pursuit of finding solutions to real live problems at work. We, therefore, encourage participative learning methods and work based assignments so that not only the individual manager's benefit from personal development, but their employing organisations also get significant benefits.

Benefits of this course to your organisation are in the following transferable skills:

- · managers who understand and can implement organisational change
- · HR practitioners who can think outside the box
- · pragmatic solutions to organisational issues

Benefits of this course to you, as an individual, are in obtaining:

- · exposure to a range of cutting edge HR concepts
- · increased managerial effectiveness
- enhanced process and implementation skills.

Assessment

This course is assessed through written work, or group and individual presentations, comprising the following as appropriate for the two modules: Research Methods and Major Project.

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Associated careers

This is an academically rigorous course whilst maintaining a focus on the skills and knowledge you need for a successful career in human resource management. Thus, it will be of benefit those individuals who are preparing for strategic and international roles in human resource management as a business partner.



STUDY MODULES

Core modules: PG Cert

Managing within a Business Context

The external environment in which organisations operate is no longer stable and predictable, but is increasingly dynamic, complex and uncertain. This module is designed to enable you to identify, examine and analyse the forces in the external environment which impact on organisations.

Leading and Managing People

This module reflects the importance of leaders unleashing people's potential to achieve the organisation's goals and objectives.

Managing Information for Competitive Advantage

This module will equip you with a breadth of knowledge covering communications and information technologies within a rapidly changing business environment.

People Resourcing

Here, you will explore the relationship between people resourcing policies, systems and procedures and corporate strategy.

Core modules: PG Dip

Learning and Development

The organisational process of developing people involves the integration of learning and development processes, operations and relationships. Its most powerful outcomes for the business are to do with enhanced organisational effectiveness and sustainability.

Integrated Human Resource Management

This module will encourage you to take a strategic view of human resource management.

Employment Law

Here, you will explore the increasing volume of employment law and the sources of the law, e.g. common law, statute, case law and the increasing influence of Europe.

Employee Relations

This module will investigate the organisational environment within which employee relations take place, to consider the nature of the relationship between employers and employees and to acknowledge and understand the possible different objectives of both and how these differences can be managed.

Core modules: MA

Research Methods for Managers

You will develop the knowledge, skills and abilities you will need to effectively carry out a piece of small-scale business or management research. Particular emphasis will be placed upon the development of your skills in preparation for your workplace-based Masters dissertation or major project.

Postgraduate Major Project

This module will support you in the preparation and submission of a Mastersstage project or dissertation.

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HUMAN RESOURCE MANAGEMENT

MA stage 3 only (Top-Up)



Final award:

Faculty:

Lord Ashcroft International **Business School**

Location:

Cambridge Chelmsford

Duration:

1 year part-time

Start options:

Cambridge: September, January Chelmsford: September

Entry requirements:

Candidates will normally be expected to hold a CIPD diploma in Human Resource Management and preferably one to two years minimum in an HR post.

The aim of this course is to produce HR professionals who are knowledgeable and competent managers in their own right, as well as having their own specialist knowledge and skills in the area of the management and development of people.

In a rapidly changing commercial environment, HR managers are taking an increasingly central role in strategic decision making. This course recognises the challenges faced by today's HR managers, and seeks to equip you with the skills to meet them. You will not only enhance your knowledge and understanding of key issues within the field, you will also develop the confidence to apply them in a professional environment, creating innovative solutions to complex organisational problems.

Additional course information

This course will benefit those HR managers who are preparing themselves for senior roles and are seeking to develop their strategic and international perspectives, and establish HR as a major influence in the formation of company policy. Specifically, you will gain exposure to a range of cutting-edge HR concepts, increased managerial effectiveness and enhanced process and implementation skills.

Your organisation will benefit from having highly educated managers who are able to view issues operationally and strategically, and who apply leading-edge solutions to organisational problems. Specifically, your organisation will gain managers who understand and can implement organisational change; HR practitioners who can think outside the box, offering pragmatic solutions to organisational issues.

The format of this course is a mixture of theory presentation, discussion and practical skill development based on case studies, simulations and structured experiences, which reflect typical HRM issues.

Underlying our approach is a strong conviction that managers learn with and from each other in the pursuit of finding solutions to real-life problems at work. We therefore encourage participative learning methods and work-based assignments so that not only the individual managers benefit from personal development, but their employing organisations also obtain significant benefits.

Assessment

This course is assessed formally through written work or group and individual presentations, comprising the following as appropriate for each module: major project and knowledge/ work-based assignment(s). Allowance is made for those students who have an existing CIPD diploma stage qualification and wish to convert this to a full Masters award.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Associated careers

This course is designed to be academically rigorous whilst maintaining a focus on the skills and knowledge you need for a successful career in HRM. Thus, it will be of benefit to those individuals who are preparing themselves for strategic and international roles in HRM as a business partner.



To apply online visit: 25 www.anglia.ac.uk/apply

INTERNATIONAL BUSINESS

MA, PG Dip, PG Cert





Final award:

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Basel Cambridge Groningen

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time (Cambridge only)

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a degree in a relevant discipline. Usually this will be at a minimum of lower second-class Honours. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications. Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

To apply online visit:

This course focuses on issues critical to all organisations within the global economy. The global economic slowdown, following problems in the sub-prime mortgage market in the USA, has made it all too clear how interconnected the global economy really is. The emphasis of this course is on the importance of multidisciplinary perspectives to the understanding of international business activity, including economic, political, legal, socio-cultural and technological perspectives. It is designed for those aiming at a career in international business and management.

There are opportunities to take a double degree, either in Groningen in the Netherlands (MBA International Management) subject to meeting their (in addition to our) entry requirements with regard to qualifying work experience, or to go to Basel in Switzerland (MSc International Management). In both cases, you will be expected to spend the diploma semester in either Groningen or Basel. If you opt to study at one of our partner institutions, you will follow equivalent

modules to those you would have studied had you stayed in Cambridge.

Benefits to you

The course aims to enhance your career through the development and use of applied business skills with an international focus; through both teamwork and an individual research environment. You will be taught by some of the best-known authors in business and economics within the global economy. You will also engage with expert practitioners at the cutting-edge of international business.

Benefits to your organisation

You will be able to support your organisation, helping it to become more effective in the sphere of international business through your greater knowledge and experience of business and management in multinational and multicultural settings.

You can see how effective our students are in management practice on a global scale; our Lord Ashcroft International Business School team won the 2008

IBM University Business Challenge, a prestigious university business competition, beating 232 other university business teams.

Assessment

Assessment is undertaken mainly through written assignment or portfolio and presentations. These can be completed either as part of a group or on an individual basis.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

This course provides an opportunity for you to liaise with researchers and practitioners within the field of business. You will be invited to share your experiences and culture with other Masters students in an informal, supportive environment. Specialists from across the world also provide regular workshops and presentations throughout the course.

Links with industry and professional recognition

This course brings you into close contact with practitioners and specialists from a wide range of functional areas of business.

Associated careers

Many of our graduates have been highly successful in a wide range of business, management and professional careers throughout the global economy.

International students

International students who wish to go to Basel to study for more than 90 days will have to apply for their visa very early. They will apply for a student permit. However, it takes the Embassy 8-12 weeks to complete the administration after the student has submitted their documents at the Embassy in London. If a student is successful they will then be issued an entry permit. On arrival in Switzerland, students must report to the Foreigner Police or Town Register within eight days and a permit to study will be issued.

International students will normally study the whole of this course in Cambridge. However, if they want to study the second semester in Basel (Switzerland) or Groningen (Netherlands), they will need to secure an appropriate visa – the application process for which is at the discretion of the Swiss and Netherlands immigration offices respectively. We cannot guarantee that students will secure this visa but advise students to start the visa application process for either Switzerland or the Netherlands shortly after registration at Anglia Ruskin University.



STUDY MODULES

Core modules: PG Cert

International Business **Environment and Strategy**

This module will provide you with a broad-based introduction to the environment in which international businesses must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors influencing the decision making of business or organisations.

International Management **Decision Making**

This module will provide some of the conceptual and theoretical skills which prospective managers need in order to understand the competitive environment in which their business operates.

Research Methods for Managers in an International Context

This module will prepare you to undertake a piece of business or management research for your Masters project by developing the appropriate knowledge,

understanding and transferable intellectual and practical skills.

Core modules: PG Dip

International Marketing

Here, you will examine the processes that companies go through in the development of their international activities. Particular attention will be paid to the environmental issues relating to international market entry.

Intercultural Management

This module will provide an insight into the complexity of intercultural management. It will look at a number of theoretical frameworks and an overview of the history and the current state of cultural research.

International Accounting

This module will adopt an international perspective on modern financial accounting and reporting, whereby the diversity of practices in various countries are

evaluated from a historical, economic, political, sociological and technological context.

Core modules: MA

Dissertation/Major Project Here, you will be supported

in the preparation and submission of a Masters-stage project or dissertation.

Optional modules

Management Theory into **Management Practice**

This module seeks to synthesize contemporary management theories with the experiential, practicebased management approaches actually adopted within private and public sector organisations.

Enterprise and Innovation

Here, you will review the classical models of entrepreneurship and examine the main characteristics of entrepreneurs within organisations of all sizes. Commercial, public sector, and not-for-profit-distribution organisations can be included in this assessment.

www.anglia.ac.uk/apply

INTERNATIONAL BUSINESS **ECONOMICS**

MSc, PG Dip, PG Cert



Final award:

Intermediate awards:

PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Cambridge

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a degree in a relevant discipline. Usually this will be at a minimum of lower second-class Honours. Holders of other awards, including those from non-UK universities, will be considered on the equivalence of their qualifications. Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

This course is intended to enhance your job prospects in strategic management and international business and your analytical skills in applied areas of economics and interrelated disciplines. It has an international focus on developing corporate and economic decision making skills.

In preparation for a career in the area of international business, you will:

- build upon your previous knowledge and skills gained as a result of your undergraduate studies in a cognate area
- develop a deep knowledge and understanding of international business within a wider organisational and contextual framework
- · explore current issues and thinking along with techniques applicable to research in the area of international business
- develop both theoretical and applied perspectives on international business, and apply those perspectives within the organisations in which you (aspire to) work
- · develop a range of wider intellectual and transferable skills consistent with creative thought and independent learning.

Assessment

Your knowledge, understanding and key skills will be assessed either through a written assignment or portfolio, a presentation, an examination or any combination of these. These assessments can be completed either as part of a group or on an individual basis.

Associated careers

Students with an economics and business finance background can consider a career in many countries within a variety of business disciplines e.g. economics, business analysis and consultancy.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.



STUDY MODULES

Core modules: PG Cert

International Business Environment and Strategy

You will receive a broad-based introduction to the environment in which the international business must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors influencing decision making.

International Management **Decision Making**

This module will provide some of the conceptual and theoretical skills which prospective managers need, in order to understand the competitive environment in which their business operates.

Research Methods for Managers in an International Context

This module will provide you with the appropriate knowledge, skills and abilities needed to effectively carry out a piece of small-scale business/ management research

Core modules: PG Dip

Economics of Global Trade Here, you will gain an

understanding of modern international trade flows and trade policies, and enable you to appreciate and participate in the debates and discussions that constantly rage in this area.

International Macroeconomic Policy

This module will develop your understanding of the context and constraints facing macroeconomic policy makers in the UK, US and Japan.

Core modules: MSc

Major Project

Here, you will be supported in the preparation and submission of a Mastersstage project or dissertation.

Optional modules

Management Theory into Management Practice

This module seeks to synthesize contemporary management theories with the experiential, practicebased management approaches actually adopted within private and public sector organisations.

Enterprise and Innovation

Here, you will review the classical models of entrepreneurship and examines the main characteristics of entrepreneurs within organisations of all sizes. Commercial, public sector, and not-for-profitdistribution organisations can be included in this assessment.

To apply online visit: www.anglia.ac.uk/apply

INTERNATIONAL FINANCE

MSc, PG Dip, PG Cert



Final award:

Intermediate awards:

PG Dip, PG Cert Faculty:

Lord Ashcroft International **Business School**

Location:

Cambridge

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a first degree from an internationally recognised university. which has a business or management component. Usually, this will be at a minimum of lower second class Honours. Alternatively, candidates with significant experience within the financial sector industry will be considered.

Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or financial responsibility, may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the course.

To apply online visit: 31 www.anglia.ac.uk/apply This course will develop your skills and knowledge in finance-related tasks and activities, for use within international organisations. This area of expertise is vitally needed in a period of increasing uncertainty in global financial markets.

You will have gained a degree of knowledge in general business through your undergraduate studies and/or subsequent work experience. This course will develop your business acumen, concentrating on the analytical, communication, critique and evaluation skills required within the field of international finance. Interactive and innovative teaching methods will be oriented towards the development of your active participation.

This course combines both academic and practice-based views on international finance and associated aspects of international management. It enables graduates to:

- · develop knowledge, skills and awareness appropriate for those working in an international finance context
- · demonstrate the ability to transfer the international finance knowledge and related methodologies to other aspects of international business and management
- gain a thorough insight into contemporary research and cutting-edge practice within the field of international finance and associated management practices
- develop considerable autonomy in their individual learning and enhance their ability to work in inter-cultural teams
- · demonstrate self-direction and autonomy in research and scholarship in the field of international finance.

This connects with the world of business and financial practice, therefore preparing vou for international finance-related tasks and positions. The assessment mechanisms used will hone and develop key transferable skills, alongside developing content expertise.

Assessment

Assessment is undertaken mainly through written assignments, reports, portfolios, business simulations and presentations. They can be completed either as part of a group or on an individual basis.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

This course provides an opportunity for you to liaise with researchers and practitioners within the field of business. You will be invited to share your experiences and culture with other Masters students in an informal, supportive environment. Specialists from across the world also provide regular workshops and presentations throughout our course.

Links with industry and professional recognition

Our course brings you into close contact with practitioners and specialists from a wide range of business areas.

Associated careers

Our course is a springboard for a wide range of business, management and professional careers involving finance-related activities throughout the global economy.



STUDY MODULES

Core modules: PG Cert

Contexts of International Finance

This module will provide the contextual underpinnings which will support the content of many of the modules delivered on later on this course. Microeconomic and macroeconomic analysis will provide a solid foundation for understanding the operation of a wide range of financial markets.

International Accounting

Here, we adopt an international perspective on modern financial accounting and reporting, whereby the diversity of practices in various countries is evaluated from a historical, economic. political, sociological and technological perspective.

International Financial Markets

This module will analyse the nature and recent development of security, product, and derivative financial markets in a global setting. It will examine these markets from the perspective of corporate users and private and international investors.

International Business Environment

This is a broad-based introduction to the environment in which the international business must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors.

Core modules: PG Dip

International Corporate Finance

This module will extend, develop and apply some of the materials introduced in International Financial Markets. It will focus on key aspects of the financial operations related to maximising the valuation of a corporation in an international environment.

Venture Capital and Private Equity

This module will explore the current structure and operation of the venture capital and the private equity sectors around the world

Portfolio, Foreign **Exchange and Interest** Rate Management

This module will build on the materials in International Financial Markets to analyse the alternative techniques (primarily chartism, fundamental analysis and portfolio theory) to construct investment portfolios that optimise performance relative to the risk-reward

characteristics of investors. Management Theory into Management Practice:

Global Perspectives

This module will synthesize contemporary management theories with the experiential, practice-based management approaches actually adopted within private and public sector organisations.

Core modules: MSc

Research Methods for Managers in an **International Context**

This module will provide you with the appropriate knowledge, skills and abilities you will need to effectively carry out a piece of small-scale business/ management research.

Major Project

Here, you will be supported in the preparation and submission of your Mastersstage project or dissertation.

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Lord Ashcroft International Business School

INTERNATIONAL LOGISTICS

MSc, PG Dip, PG Cert



Final award:

Intermediate awards:

PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Cambridge

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a first degree from an internationally recognised university. which has a business or management component. Usually, this will be at a minimum of lower second class Honours. Alternatively, candidates with significant management experience within the logistics industry will be considered. Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the course

To apply online visit:

This course will develop logistics and supply-chain professionals for a management-level position. The focus is on real issues in global supply chains, and includes visits to investigate issues in organisations and participation in a realistic supply-chain simulation. This rewarding and challenging course will equip you with a range of problem solving, communication and management skills.

It will develop skills in managing processes, facilities and relationships, monitoring performance and implementing improvements. Throughout the course, you will benefit from learning from logistics and supply-chain professionals in an interactive learning environment.

It combines academic study with practical aspects of international logistics, and will enable you to:

- develop a consummate set of skills across a range of aspects about logistics to create knowledge, skills and awareness for working in an international business context
- understand logistical and supply-chain issues on a worldwide scale, based on a sound knowledge of tools and techniques; the way to apply these in practice; and understanding of the difficulties when being brought into practice
- · demonstrate the ability to transfer the logistics-specific knowledge and related methodologies to other subjects of business
- · gain a thorough insight into contemporary research and cutting-edge practice within the field of logistics and supply-chain management
- · develop considerable autonomy in your individual learning and enhance your ability to work in inter-cultural teams

· demonstrate self-direction and autonomy in research and scholarship towards a contribution to knowledge in the field of logistics and supply-chain management.

This course connects with the world of business practice and therefore will prepare you for international business and management. You will hone and develop key transferable skills alongside developing content expertise.

Assessment

The assessment methods for this course are designed to focus on the tasks and activities conducted by logistics and supply-chain professionals. Therefore, different assessment methods are used to develop and hone interpersonal and communication skills, as well as to develop specialist knowledge. They include: team-working elements; individual report-writing; presentations; restricted-time assignments: problem solving exercises: and developing proposals and plans. The Major Project is the culmination of your work, in which you will investigate and research a particular topic; this could be part of an internship with an organisation.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

This course features some unique, practical aspects, including site visits, simulation games and teaching by experienced Professors who hold senior positions in the industry. It includes a site visit to a large international organisation and one of their suppliers to enhance the understanding of logistics management. During the course, you will participate in the world-leading LINKS simulation game in order to understand how decisions are made and the impact that decisions can have on performance.



STUDY MODULES

Core modules: PG Cert

Logistics Principles and International Supply Chain Management Concepts

Logistics and supply-chain management is a major strategic concern for organisations. A number of philosophies and techniques have been developed to improve the efficiency and effectiveness

Supply Management: Processes: Facilities and ICT

of supply-chain flow.

The main focus of this module is to describe logistical functions within processes and structures in manufacturing and service enterprises.

You will also be required to undertake two optional modules during this stage of the course.

Core modules: PG Dip

Managing Logistics and **Supply Chains in Practice**

This module will involve your interaction in an intensive game-based environment with supporting case studies, enabling you to develop your practical skills.

You will also be required to undertake three optional modules during this stage of the course.

Core modules: MSc

Major Project

This module will support you in the preparation and submission of a Mastersstage project or dissertation.

Optional modules

Independent Learning Module

Here, you will be supported in the preparation and submission of independent learning. It is intended for use only where the Faculty identifies a need.

International Business Environment

This module provides a broad-based introduction to the environment in which international businesses must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors influencing the decision making of businesses or organisations.

Lifecycle and Globally Sustainable Logistics

The lifecycle concept will be introduced and explored in this module. considering closing the loop of a supply chain by integrating waste materials into logistic management decisions. Furthermore industrial sector and global comparisons will be explored.

Management Theory into Management Practice: **Global Perspectives**

This module seeks to synthesize contemporary management theories with the experiential, practicebased management approaches actually adopted within private and public sector organisations.

Performance Measurement and Management

The definition and explanation of key performance indicators (KPIs) is the main focus of this module. It starts with explaining the different key areas of quality; time and cost-related measurements and their mathematical/ logical links.

Research Methods for Managers in an **International Context**

Here, you will be prepared to undertake a piece of business or management research for the Masters project by developing appropriate knowledge, understanding and transferable intellectual and practical skills.

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INTERNATIONAL MANAGEMENT **PRACTICE**

MSc, PG Dip, PG Cert



Final award:

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Chelmsford

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a first degree at a minimum of lower second class Honours. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications.

Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the course.

To apply online visit:

This is an innovative new course at Lord Ashcroft International Business School, which will help to meet the growing demand in both international and corporate markets for a core degree in the practice of management, specialising in international contexts.

It supports the development of management practitioners and business graduates who, through their academic studies, practice-based learning and experience, are able to gain both generic and context-specific skills, competencies and knowledge. This will support 'confident futures' in management within regional, national and international businesses.

This course will:

- enable you to demonstrate knowledge, understanding and critical analysis of the personal, managerial and organisational challenges of real-world management practices, with particular focus on international management practices
- develop your skills, as a business graduate, to be adept at both the theories and practice of management within both academic and organisational contexts through a practice-based approach to the study of management
- develop your analytical and reflective abilities as an independent learner and critically reflective management practitioner
- promote the development of your intellectual capability, personal, academic and commercial skills, and your creative thinking so that you can generate original solutions to management problems in an organisational context

- · develop insights, critical thinking and management skills through exposure to the theory and practice of business and management, and widen your perspective beyond your immediate management role and/or organisation
- · enhance your employability as an international management practitioner.

Assessment reflects management practice in the work environment and includes assignments, presentations, reflective portfolios and personal development plans, all related to management practice in real organisations. There are no formal examinations.

There will be two types of assessment: formative and summative. Summative assessments (which will contribute to your final Masters award) will include:

- · assignments individual and group, reports, essays, tests and presentations
- · a portfolio including performative/ patchwork text/artefacts and work-based/action
- · learning tools
- · group and individual presentations
- a learning logbook.

The summative assessments for the compulsory modules will be adequately spaced out to help you to plan your work. The aim is to maintain flexibility and to employ a wide range of methods.

Formative assessment will take place during the semester, but the requirements are more flexible and will be less time consuming.

Integration of learning across modules is achieved through integrative assessments such as portfolios. For those on the work-based and hybrid modes, the work-based learning methodologies/interventions will be drawn upon for completion of the assessment.

Teaching will include a wide range of approaches, including lecture, seminar, video and case studies.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

We have designed a highly flexible and innovative postgraduate course that provides a framework for meeting the diverse needs of students and clients alike.

This course is distinctive in that it will provide you with an opportunity to study general business and management and specialise in international management practice. As a result, you will enter the employment market with a named degree that highlights the breadth of your business and management skills, and a depth of knowledge in the specific context of international management practice.

Work placements

This innovative course is not only delivered through the traditional full-time taught mode of study, but also through work-based and hybrid routes. The work-based and hybrid routes are designed to meet the needs of potential corporate clients with a view to provide:

- flexible delivery: the course can be delivered in three-day blocks, one-day blocks, weekly delivery patterns or by distance learning
- · flexible start and finish dates: the course can be delivered at any time of year and for as long as your organisation requires
- flexible learning and teaching approaches: including workshops. seminars, lectures, role-playing, business games, case studies and guest speakers.

You will mostly undertake the course on 'block mode'/work-based/ in-company/part-time modes/patterns alongside the placement/employment experience. You will be trained for the world of management and will have the opportunity to put theory into hands-on practice. The whole learning process during this period (including the self-managed project/portfolio) is tailored to meet both your organisations and your own needs, and provides you with the opportunity to display the intellectual skills of critical analysis, synthesis and reflection. For this reason, during this period, the learning is a negotiated process between you, your in-company mentor and your academic supervisor for assessment on the modules, depending on your chosen options.

The work-based or hybrid route of this course aims to:

- provide challenging and rewarding personal and professional development to managers and executives
- develop managers as reflective practitioners
- · align personal effectiveness with organisational performance by providing a platform for learning against the context of learning outcomes for the client/corporate/ employing/placement organisation.

Associated careers

Careers associated with this course include management roles within the private, public or non-profit sectors, at junior or middle-management level.



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continued



STUDY MODULES

Core modules: PG Cert

Management Theory into Management Practice: Global Perspectives

This module synthesizes contemporary management theories with the experiential, practice-based management actually adopted within private and public-sector organisations.

The Reflective Practitioner

The aim of this module is to enhance your self-awareness and self-understanding through the use of theoretical approaches, models and tools to support self-analysis. One of the main focuses of this module is the further development of employability and professional skills.

Core modules: PG Dip

Action Learning for Managers

This module provides a framework to support managers through the processes involved in designing, undertaking, and critically evaluating an action learning intervention within a selected organisation. You will be assisted in undertaking a complete iteration of the development cycle.

Core modules: MSc

Major Project or Management Practice Portfolio

These modules will support you in the preparation and submission of a Mastersstage project, dissertation or equivalent.

Optional modules

Collectively, the optional modules will provide you with the opportunity to specialise and/or focus on those aspects of international management practice that interest you or meet your requirements on your chosen career path.

Challenges of Management in Practice

This module will provide the opportunity to apply new knowledge within the context of your professional experience, reflecting on and learning from your prior experience, and developing abilities to apply this to new situations, specifically to your placement/employment organisation.

Doing Business in China

The aim of this module is to help you understand the range of issues facing foreign firms doing business in China. One of the main focuses for the design of this module has been the further development of relevant employability and professional skills.

The Economics of Global Trade

This module will give you an understanding of modern international trade flows and policies, and enable you to appreciate and participate in the debates and discussions that constantly rage in this area.

Global Business Management

This module describes the driving forces in international business and their impact on organisations, managers and individuals. It explores possible corporate strategic responses to global business conditions and exposes managers to issues and tensions in business operations and relationships across national cultures.

Global Business Fitness

This module examines the fitness of business to tackle such issues, based on the three elements of decision making/problem solving, adoption of a holistic approach, and creation of a new business paradigm.

Intercultural Management

This module provides an insight into the complexity of intercultural management. It provides a number of theoretical frameworks and an overview of the history and the current state of cultural research.

International Business Management

This module describes the driving forces in international business and their impact on organisations, managers and individuals.

Globalisation: Theory, Politics and Culture

As the title indicates, this module attempts to lay a foundation to the dynamics that constitutes the often quoted term globalisation.

International Leadership

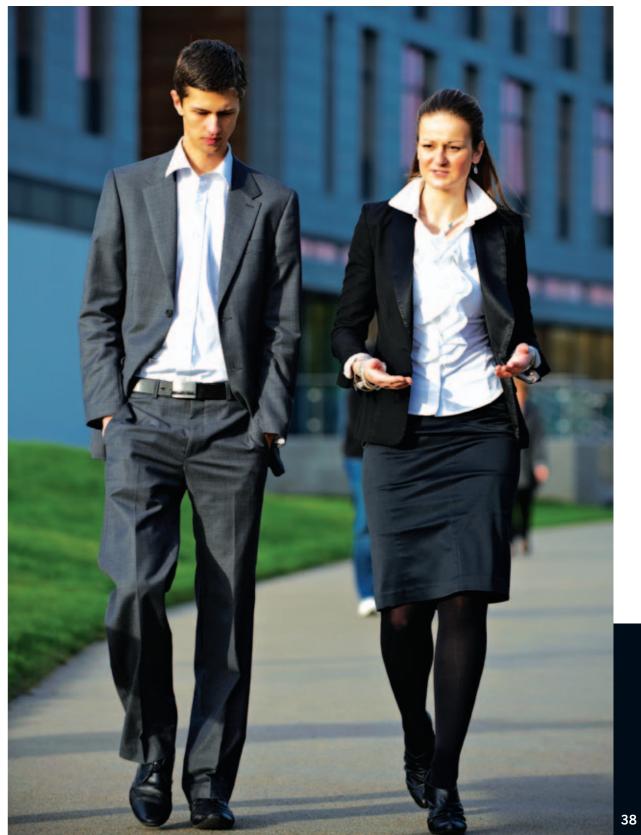
This module will give a historic overview of leadership, identifying reoccurring themes and dilemmas of leadership throughout human history in different ages and different cultural settings.

Independent Learning Module

This module supports postgraduate students in the preparation and submission of independent learning. It is intended for use only where the Faculty identifies a need.

International Business Environment and Strategy

This module provides a broad-based introduction to the environment in which the international business must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors influencing the decision making of the business or organisation.



INTERNATIONAL SUSTAINABLE TOURISM MANAGEMENT

MA. PG Dip. PG Cert



Final award:

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Cambridge

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a lower second class Honours or equivalent. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications. Candidates who do not possess usual entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility in tourism or a related field (e.g. sustainable management in business enterprises, local authority, science organisation, wildlife or conservation management, or with relevant non-governmental organisations) may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the course.

To apply online visit: www.anglia.ac.uk/apply

This course covers the essential skills required to manage tourism organisations and tourist places in more sustainable ways in the 21st Century. It is aimed at those who wish to enter a career, or further an existing career, in the tourism industry, or those wishing to develop tourism expertise in other areas (such as conservation management, urban and rural planning and other areas).

Teaching will include a wide range of approaches, including lectures, seminars, videos and case studies. as well as independent fieldwork. Increasingly, the emphasis of this course will be on self-direction, critical reflection and exposure to situations where you can evidence learning through presentations, seminar delivery, group work, interactive discussion groups and video-type interventions. You will be encouraged to apply knowledge, show initiative and develop a critical awareness of current tourism management situations, problems and potential solutions in unpredictable environments.

Assessment

Modules are assessed using assignments, group and individual presentations, project and portfolio work, essays and field work.

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Associated careers

This course provides access to tourism management careers in a variety of organisations, from large and small private companies to local government, conservation and tourism authorities.





STUDY MODULES

Core modules: PG Cert

Critical Issues in Tourism

This module covers socio-economic, management, theoretical and political aspects that have become critical concerns and debates in tourism and travel in recent years.

International Business Environment

This module describes the driving forces in international business and their impact on organisations, managers and individuals.

Sustainable Tourism Management

Here, we establish the extent to which we can 'make tourism last' in a range of different settings over the long-term, and integrate tourism within wider sustainable development.

Core modules: PG Dip

Cultural and Urban Tourism

This module focuses on best practice; how socalled 'models' that work in one city may not be so easily adapted for others, drawing on a range of case studies and involving fieldwork in a variety of urban settings.

Ecotourism and Nature Tourism

Here, we examine the potentials and problems of ecotourism and naturebased tourism through case studies and analysis of definitions and its philosophy.

Management Theory into Management Practice: Global Perspectives

This module seeks to synthesize contemporary management theories with the experiential, practicebased management approaches actually adopted within private and public sector organisations.

Research Methods for Managers in an **International Context**

This module will prepare you to undertake a piece of business or management research for your Masters project, by developing appropriate knowledge, understanding and transferable intellectual and practical skills.

Core modules: MA

Major Project

This module will support you in the preparation and submission of a Masters-stage project or dissertation.

Optional modules

Consultancy Skills

This module is concerned with a critical approach to the development and application of a range of practical skills associated with the role of a management consultant working on behalf of an organisational client.

Event Management

This module addresses the wide-ranging operational and management issues of such a diverse sector. investigating processes such as design and creation, alongside key operational issues such as marketing and revenue generation, visitor management, information and technology, and health and safety.

LEADERSHIP

MA, PG Dip, PG Cert



Final award:

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Distance Learning

Duration:

18 months full-time (1 year plus period of dissertation) 3 years part-time

Start options:

September January May

Entry requirements:

Candidates will normally be expected to hold a UK university degree, or equivalent, at a minimum of lower second class Honours, and previous relevant leadership or supervisory experience, preferably two years at junior or middle-management level. Candidates who do not possess these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility, may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the course.

To apply online visit: 41 www.anglia.ac.uk/apply

This course is delivered through tutor-supported online learning course aims to meet the personal and professional requirements of leaders within contemporary organisations. It is a modern, forward-thinking course with a focus on leadership competencies. strategic leadership, decision making and leadership in the globalised world and an emphasis is on a strong practical and professional skills.

The course philosophy is based on understanding a clear distinction between the concepts of leadership and management. We define the leadership function as relating to developing visions of the future, seeing the big picture, motivating and inspiring the workforce and producing change. Management relates to handling detailed operational issues such as planning, budgeting, staffing and problem solving. The course focuses on leadership rather than management issues.

Your learning will be centred around Anglia Ruskin University's Virtual Learning Environment (VLE). This online portal has been designed to maximise the opportunities for communication between our students and tutors, enabling us to support you throughout your studies and for you to share ideas and feedback with your fellow students. The VLE also helps you to manage your studies, enabling you to engage with the course at times that suit you. Learning activities will include work-based tasks, case studies, online conferencing, group work and self-managed learning.

Throughout the course you will be fully supported by Anglia Ruskin University's academic staff via electronic communication. You will also be entitled to use our on-campus facilities (e.g. the library) just like any other student. We have an extensive e-library containing iournals and books and our other student support services are designed to be available and accessible to people studying off-campus.

Assessment

The assessment methods on this course have been designed to reflect and develop the skills leaders use in their professional environment. These will include written assignments, presentations, reflective portfolios and personal development plans. There are no formal examinations during this course.

Teaching methods will include lectures, seminars, video and case studies. You will also learn through work-based tasks, case studies, online conferencing, group work and self-managed learning.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

On successful completion of the first phase of this course, you will be awarded a Postgraduate Certificate (PG Cert). You can then progress onto the second phase of the course where you will work towards a Postgraduate Diploma (PG Dip). On completion of the PG Dip, you will enter the third and final phase of the course, which will culminate with the Masters (MA) award.

Associated careers

This course will equip you with the skills, competences and understanding to develop your career in the private, public or not-for-profit sectors. particularly in areas of leadership responsibility. Because the course reflects upon your work and your experience, it will enable you to apply the learning to your own context and to build expertise in areas that interest you.



STUDY MODULES

Study modules

This is a clearly structured three-phase course. The first phase focuses on gaining a thorough understanding of the leadership function, and the skills and competencies that are required for a leader to be effective. The second phase examines strategic leadership and the global context, while providing insights into contemporary research and leading-edge practice. The third phase Strategic Leadership equips you with the skills and competencies to conduct advanced

Core modules: Phase 1

research and gives you

an area of specialism in

greater depth.

the opportunity to examine

Leadership Foundations

What is leadership? This module lavs the foundations for the course by examining definitions of leadership and by distinguishing between leadership and management.

Developing the Modern Leader

How is leadership evolving in a rapidly changing world? This module focuses on the characteristics that are most closely associated with leadership in the modern world and the skills, competencies, tools and techniques that can be applied to support the modern leader.

Advanced Decision Making

This module will develop the knowledge and skills to implement complex decisions in a rapidly changing environment. It focuses on practical decision making skills within your professional context while also developing implementation strategies to put decisions into practice, either as an individual or within a team/organisation.

Core modules: Phase 2

How does strategic leadership contribute to performance? This is a practical module which builds on your own work to provide ideas and frameworks for the design and implementation of strategy.

Leadership in a **Global Context**

How can leaders shape the future in the modern world? This module explores the skills required to lead successfully in an increasingly complex and globalised environment. It also examines how businesses and individuals tackle worldwide issues. based on the model of Global Leadership developed at Anglia Ruskin University.

Core modules: Phase 3

Major Project

This module will equip you with advanced research skills and give you the opportunity to develop and use those skills by conducting a major project. Your project will enable you to focus on an area of specialism in greater depth, developing your own specialist knowledge and expertise.

Visit

MANAGEMENT

MSc, PG Dip, PG Cert



Final award:

IVIOC

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge Chelmsford

Duration:

18 months full-time (1 year plus period for dissertation) 2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a degree in a relevant discipline. Usually this will be a minimum of lower second class Honours. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications. Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

This course focuses on issues critical to the management of all organisations operating within the global economy. The global economic slowdown, following problems in the sub-prime mortgage market of the USA, has made it all too clear how interconnected the global economy really is.

The emphasis of this course is on the importance of multidisciplinary perspectives to the understanding of international business management, including economic, political, legal, socio-cultural and technological perspectives. It is designed for those aiming at a career in international business management within either private or public sector organisations.

The course content maintains a good balance between theory and practical application, covering the key areas encountered within management. Throughout the course you will be encouraged to think critically about many different business issues, develop strategies and find solutions to a range of management problems.

Assessment

Assessment is undertaken mainly through written assignments, reports, portfolios, presentations, business simulations and workshop activities. These assessments can be completed either as part of a group or on an individual basis.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

This course provides an opportunity for you to liaise with active managers, researchers and practitioners within the field of global business. You are invited to share your experiences and culture with other Masters students in an informal, supportive environment. Specialists from across the world provide regular workshops and presentations throughout our course.

Links with industry and professional recognition

Our course brings you into close contact with practitioners and specialists from a wide range of areas of business and management within the global economy.

Associated careers

Our course has produced postgraduate students who have been highly successful in a wide range of business, management and professional careers throughout the global economy.



4

STUDY MODULES

Core modules: PG Cert

Professional and Organisational Development

This module investigates questions such as: 'who is a manager?', 'what is management?' and 'what is the nature of an organisation?'.

Finance for Non-financial Managers

The focus of this module is the operational financial issues most likely to be faced by managers: budgets, budgetary control and decision making. Computational and non-financial data will be combined to demonstrate the integrative nature of financial management within an operational setting.

Business Environment

In this module you will be encouraged to develop an awareness of the key factors which influence your own (or other) organisations, including research and development, technological change, competitive forces, the economy and the regulatory environment.

Core modules: PG Dip

Business Planning and Finance

An important feature of this module is its holistic and integrative nature, which encompass both 'hard' and 'soft' system requirements.

Leadership and Change

This module will investigate and critically evaluate historical and contemporary approaches to leadership theory, focusing especially on leadership at junior to middle-management level.

Research Methods for Managers in an International Context

This module provides you with the appropriate knowledge, skills and abilities you will need to effectively carry out a piece of small-scale business/management research. A particular emphasis will be placed upon developing your skills in preperation for your workplace-based Masters dissertation/project.

Core modules: MSc

Major Project

This module will support you in the preparation and submission of a Mastersstage project or dissertation.

To apply online visit: www.anglia.ac.uk/apply

MANAGEMENT

PG Dip (DMS)



Final award:

PG Dip (DMS)

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge Chelmsford

Duration:

1 year part-time

Start options:

September

Entry requirements:

Candidates will normally be expected to hold a PG Certificate in Management (CiM) or equivalent.

At the heart of this course are subjects such as strategy development, leadership and change, supported by individual choices for either specialisation or preparation in management for advancement to the Masters award.

This course is most likely to suit those who have a minimum of two-three years' management-related experience, ideally at the middle-management level. Typically, course participants are able to draw from their real-world experience to be able to tackle a range of current, work-related problems and investigations, and to develop new ideas, concepts and models as aids to problem solving and performance improvement.

The course focuses on the functional and strategic aspects of general management and their integration, building on modules delivered at the certificate stage. A key integrative theme of the course for both public and private sector participants is business planning and finance. As with the certificate-level you are encouraged to demonstrate the ability to generate real practical solutions to work-related issues, and to exercise managerial and ethical judgment in increasingly complex and integrated scenarios.

A variety of contemporary learning and teaching strategies are used that involve you in current management problems and issues. Learning from and through real-life case studies is used to build on your own experiences, as well as to broaden horizons as to the role and function of a general manager operating within an organisational context.

Proactive teaching strategies enable you to think critically about real-world management problems and to develop strategies for more complex problems encountered at more senior managerial levels.

This course enables you to build up a body of practical and theoretical/best practice knowledge with respect to general management, which can be applied to your own professional practice and development. Furthermore, the philosophy of the course, which is embedded within a reflective practitioner model, both supports and encourages the transfer of learning back to the organisational context. As such, DMS-level study is a vehicle for personal development and future career progression as well as preparation for Masters-level study.

This course has been specifically designed to enable you to integrate diploma-level study into your working life while remaining a productive and contributing member of a management team. You are able to apply your learning directly to a range of workbased situations and contexts, potentially adding significant value to the organisation with respect to its mission and purpose, and more importantly with respect to making a stronger and more visible contribution to performance-related business development.



The assessment strategies on this course are designed to enable you to develop and evidence practical and cognitive skills that are essential to longer-term career progression. Particular emphasis at diploma-level is placed on more in-depth problem analysis and on the synthesis of solutions to a variety of operational, tactical and strategic planning and delivery-related problems. The methods used for assessment include both written and oral forms of submission/presentation. Media used ranges from individual and group management reports to presentations.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.



Core modules

- Business Planning and Finance
- Leadership and Change

Optional modules

- Research Methods for Managers
- Project Management



To apply online visit: www.anglia.ac.uk/apply

Vic

MANAGEMENT (CIM)

PG Cert



Final award:

PG Cert

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge Chelmsford

University Centre Peterborough (UCP)

Duration:

1 year part-time

Start options:

September

Entry requirements:

Candidates are normally required to hold a degree from a UK university, at a minimum of lower second class Honours or appropriate relevant experience in management. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications.

Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the course.

The Postgraduate Certificate in Management (CiM) provides a foundation in general management.

It focuses on the individual and their professional development in the context of the organisation and the wider external environment.

It offers a grounding in disciplines that provide the basis for progressive management practice, in finance, people and organisational development, communications, and in cognitive and practical transferable management skills.

You can progress from this course to the Diploma and Master's stages.

Assessment

Assessment is undertaken primarily through written, work-related assignments.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.



Core modules

- Professional and Organisational Development
- Finance for Non-Financial Managers
- Business Environment

Optional modules

 Operations Management/ Marketing Management





Lord Ashcroft International Business School

Vis

MANAGEMENT PRACTICE

MSc, PG Dip, PG Cert



Final award:

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Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International Business School

Location:

Chelmsford

Duration:

1 year full-time

Start options:

September January

Entry requirements:

Candidates are normally required to hold a first degree at a minimum of lower second class Honours. Holders of other awards, including those from non-UK universities, will be considered on the equivalence of their qualifications.

Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

Candidates who do not possess any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to our course.

This is an innovative new course at our Lord Ashcroft International Business School, designed to meet the growing demand in both international and corporate markets for a core degree in the 'practice of management'. With an in-built flexibility, it offers the option to specialise in either sector-specific or specialist business functions, including international management practice, financial management practice, and marketing management practice.

This course supports the development of management practitioners and business graduates. Through your academic studies, practice-based learning and experience, you will gain both generic and context-specific skills, competencies and knowledge, which will support 'confident futures' in management within regional, national and international business organisations.

In pursuit of this goal, this course will:

- enable you to demonstrate knowledge, understanding and critical analysis of the personal, managerial and organisational challenges of real-world management practices
- develop your skills, as a business graduate, to be adept at both the theories and practice of management within both academic and organisational contexts through a practice-based approach to the study of management
- develop your analytical and reflective abilities as an independent learner, and a critically reflective management practitioner

- promote the development of your intellectual capability, personal, academic and commercial skills, and creative thinking, in order that you can generate original solutions to management problems in an organisational context
- develop your insights, critical thinking and management skills through exposure to the theory and practice of business and management
- widen your perspective beyond your immediate management role and/or organisation
- enhance your employability as a management practitioner.

Assessment

Assessment methods reflect management practice in the work environment and include assignments, presentations, reflective portfolios and personal development plans, all related to management practice in real organisations. There are no formal examinations.

There will be two types of assessment: formative and summative. Summative assessment (which will contribute to your final Masters award) will include:

- assignments individual and group, reports, essays, tests and presentations
- a portfolio including performative/ patchwork text/artefacts and work-based/action-learning tools
- · group and individual presentations
- · learning logbook

The aim is to maintain flexibility and to employ a wide range of methods. The summative assessment for the compulsory modules will be adequately spaced out to allow you to plan your work.

Formative assessment will take place during the semester, but the requirements are more flexible and will be less time consuming.

Integration of learning across modules is achieved through integrative assessments such as portfolios. For those on the work-based and hybrid modes, the work-based learning methodologies/interventions will be drawn upon for completion of the assessment.

Teaching will include a wide range of approaches, including lecture, seminar, video and case studies.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

This course is distinctive in that it provides you with the opportunity to study a general business and management course, and specialise in financial management practice.

As a result, you will enter the employment market with a named degree that highlights the breadth of your business and management skills, and depth of knowledge in the area of financial management practice.

Associated careers

Careers associated with this course include management roles within the private, public or non-profit sectors at junior or middle-management level.

Work placements

This innovative course is not only delivered through the traditional full-time, taught mode of study, but also through a work-based and hybrid route. The work-based and hybrid routes are designed to meet the needs of potential corporate clients with a view to provide:

- flexible delivery: this course can be delivered in three-day blocks, oneday blocks, weekly delivery patterns or by distance learning
- flexible start and finish dates: this course can be delivered at any time of year and for as long as the corporate client requires
- flexible learning and teaching approaches: including workshops, seminars, lectures, role-playing, business games, case studies and guest speakers.

You will mostly undertake this course on 'block mode'/work-based/ in-company/part-time modes/patterns alongside the placement/employment experience. You will be trained/'upskilled' for the world of management and will have the opportunity to put theory into hands-on practice. The whole learning process during this period, including the self-managed project/portfolio, is tailored to meet both your company's

and your own needs, and provides you with the opportunity to display the intellectual skills of critical analysis, synthesis and reflection. For this reason, during this period, the learning is a negotiated process between yourself, your in-company mentor, and your academic supervisor for assessment on modules, depending on your chosen options.

The work-based or hybrid route of this course aims to:

- provide challenging and rewarding personal and professional development to managers and executives
- develop managers as reflective practitioners
- align personal effectiveness with organisational performance by providing a platform for learning against the context of learning outcomes for the client/corporate/ employing/placement organisation.



To apply online visit: www.anglia.ac.uk/apply









STUDY MODULES

Core modules: PG Cert

Management Theory Into Practice

This module sets out a four-part framework (context, objectives, strategy and implementation) which managers should use for the development and implementation of strategy.

The Reflective Practitioner

The aim of this module is to enhance your self-awareness and selfunderstanding through the use of theoretical approaches, models and tools to support self-analysis.

Core modules: PG Dip

Action Learning for Managers

This module provides a framework to support managers through the processes involved in designing, undertaking and critically evaluating an action-learning intervention within a selected organisation.

Core modules: MSc

Major Project or **Management Practice** Portfolio

These modules will support you in the preperation and submission of a Masters stage project, dissertation or equivalent.

Optional modules

Business Planning and Finance

This module identifies and critically examines issues of transferability. collaborative development and partnership within and between the public and private sectors.

Corporate Governance and Social Responsibility **Decision Making** and Problem Solving

This module focuses on issues involving organisational development, organisation-wide change and transformational initiatives.

Independent Learning Module

Here, you will gain the skills and knowledge necessary to develop frameworks and approaches to decision making, by critically examining theoretical models and relating them to business experience.

International **Financial Markets**

This module analyses the nature and recent development of security, product and derivative financial markets in a global setting. It examines these markets from the perspective of corporate users and private and international investors.

International Financial Reporting

This module is designed to develop your understanding of financial reporting in an international and strategic context. It considers financial reports from the perspective of the external reader of this information.

International Strategic Financial Management

The primary objective of this module is to provide a conceptual and analytical framework for looking at organisations operating internationally in capital, financial and operational markets

Perception of Taxation

This module is designed around a critical evaluation of Buchanan's (1984) alternative paradigms of taxation and whether changes on tax legislation focus or utilise any of these alternatives.

Strategic Financial Analysis

This module introduces the financial analysis theories and practices applicable to modern business from a strategic perspective, then develops your knowledge and ability to apply these techniques, and critically appraise their validity.

Strategic

Management Accounting

This module is aimed at linking management accounting processes and decisions with those of a more general and strategic nature, carried out throughout an organisation. Hence, considerable use of case studies and scenario planning is made.

Challenges of Management in Practice

This module will provide the opportunity to apply new knowledge within the context of your professional experience, reflecting on and learning from your prior experience, and developing abilities to apply this to new situations specifically to your placement/ employment organisation.

Coaching

The aim of this module is to assist you in business coaching for performance and, as business managers, teaches you techniques to use with your team.

Corporate Governance and the Stakeholder

This module undertakes an examination of the theoretical bases and practical application of corporate governance in the modern business environment and its historical derivation.

Consultancy Skills

This module is concerned with a critical approach to the development and application of a range of practical skills associated with the role of a management consultant working on behalf of an organisational client.

Creativity, Leadership and Change

This module will examine creativity, focusing on both lateral thinking and several creative techniques relevant for the public sector. The link between creativity and innovation will also be explored.

STUDY MODULES

Executive Leadership

This module will investigate and critically evaluate historical and contemporary approaches to leadership theory, focusing especially on leadership at middle to senior-management level.

International Business Environment

This module provides a broad-based introduction to the environment in which the international business must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors influencing the decision making of the business or organisation.

Leadership, Power and Morality

This module offers a critical evaluation of leadership theories by placing the evolution of American leadership theory within its historical and ideological context examining the vulgarisation of social psychology by management writers and the difficulties inherent in their conceptualisation of power.

Learning and Development

This module requires the mastering of a body of

operational expertise in learning and development practice and calls for a broad-based understanding of the contribution that people development can make to the performance and progress of the organisation and the individual.

Managing within a Business Context

This module meets the new CIPD standards for 'Managing in a Strategic Business Context' and key elements from 'Managing for Results'.

Mentoring for **Organisational Development**

This module is concerned with a critical approach to the development and application of a range of practical skills associated with the implementation of a mentoring programme. **Operations Management**

This module focuses on general management perspectives of medium, short term, and day-to-day activities that are consistent with, and interdependent on, operational and corporate strategies.

Organisational Behaviour The nature of organisations, the role of management and its relationships with the environment are issues which are undergoing continual redefinition

Organisational Transformation

This module focuses on issues involving

organisational development, organisation-wide change and transformational initiatives.

Performance Measurement and Management

In this module, an emphasis is made on quality and time-related indicators. Quality is explored based on traditional instruments (statistics, 7Q) and modern designs like 6 Sigma or Design of Experiments.

Professional and Organisational Development

This module investigates questions such as: 'who is a manager?', 'what is management?' and 'what is the nature of an organisation?'

Project Management

Throughout the module reference is made to the practical tools and techniques which underpin the activities of the project manager and support the core objectives of the project. Tutorial exercises and case studies support this approach.

The Spiritual Dimension of Leadership

This module emphasises a holistic approach, and approaches leadership from an influence perspective where everyone is seen as having some form of leadership role. The element that is often overlooked is the spiritual dimension, and this module will concentrate on understanding more of this challenging area.

Sustainable Business

The module identifies and defines the concept of sustainable development and provides an integrated view of the overall context and case for action by business (large and small) and a range of other factors.

Doing Business in China

The aim of this module is to help you understand the range of issues facing foreign firms doing business in China. One of the main focuses for the design of our module has been the further development of relevant employability and professional skills.

The Economics of Global Trade

This module will give you an understanding of modern international trade flows and policies, and enable you to appreciate and participate in the debates and discussions that constantly rage in this area.

Global Business Fitness

This module examines the fitness of business to tackle issues, based on the three elements of decision making/problem solving, adoption of a holistic approach, and creation of a new business paradigm.

Global Business Management

This module describes the driving forces in international business and their impact on organisations, managers and individuals.

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continued



STUDY MODULES

Globalisation: Theory, Politics and Culture

This module attempts to lay a foundation to the dynamics that constitutes the often quoted term globalisation.
The focus is on the theories and perspectives that constitute this term.

Intercultural Management

This module provides an insight into the complexity of intercultural management. It provides a number of theoretical frameworks and an overview of the history and the current state of cultural research.

International Business Environment and Strategy

This module provides a broad-based introduction to the environment in which the international business must operate, focusing on economic, legal, political, socio-cultural, ethical, ecological and technological factors influencing the decision making of the business or organisation.

International Business Management

This module describes the driving forces in international business and their impact on organisations, managers and individuals.

International Leadership

This module will give a historic overview of leadership, identifying reoccurring themes and dilemmas of leadership throughout human history in different ages and different cultural settings.

Managing the International Small to Medium-sized Enterprise

This module is based on a large scale empirical research project undertaken by the authors for the East of England Development Agency (EEDA), Competing Effectively in International Markets.

Buyer Behaviour

This module will focus in particular on how the roles of personality, motivation, perception, belief, culture and attitude affect and guide the development of marketing activity.

Internet Marketing

This module deals with both the marketing aspects of e-commerce (such as communications, differentiation, delivery strategy) and the information technology aspects (website creation, performance monitoring).

Marketing Communications

This module requires existing and potential managers to evaluate the theories and concepts associated with marketing communications.

Marketing Design and Innovation

This module investigates stylistic change in taste, fashion and customer needs by examining contemporary issues in marketing, design and innovation, including dependency products and services.

Marketing in a Global Context

This module will seek to examine the issues of customer choice, the rise of globalisation and cross-border consumer power by examining the current literature on marketing strategy, which is from a combination of European and Australian academic writers.

Marketing in the Public Sector

By studying this module, you will be able to analyse and critique the problems and difficulties associated with introducing a marketing focus across the public sector.

Marketing Management

This module will seek to examine the issues of buyer behaviour; value relationships between supplier and customer; and customer loyalty using a series of case studies from a range of industries.

Marketing Research

In this module the theory of market research is combined with the opportunity to practise the associated skills.

Strategic Marketing Management

The module has two themes: firstly, the critical understanding of the practical tools, techniques, operations and activities of the marketing process; and secondly, the marketing decisions on which effective marketing management and planning are based.

Critical Issues in Tourism

This module aims to enable you to plan and implement a market research strategy. Considerable attention will be given to the analysis of market research data, and the presentation and reporting of research findings.

Cultural and Urban Tourism

This module focuses on best practice, how so-called 'models' that work in one city may not be so easily adapted for others, drawing on a range of case studies and involving fieldwork in a variety of urban settings.

Ecotourism and Nature Tourism

This module examines the potentials and problems of ecotourism and nature-based tourism through case studies and analysis of definitions and its philosophy.

Sustainable Tourism Management

This module seeks to establish the extent to which we can 'make tourism last' in a range of different settings over the long-term, and integrate tourism within wider sustainable development.



Visi

MANAGEMENT STUDIES

PG Dip



Final award:

PG Dip

Faculty:

Lord Ashcroft International Business School

Location:

University of Peterborough (UCP)

Duration:

1 year part-time

Start options:

September

Entry requirements:

Candidates will normally be required to hold a PG Certificate in Management (CiM) or equivalent.

At the heart of this course are subjects such as strategy development, leadership and change, supported by individual choices for either specialisation or preparation for advancement to a Masters course.

You will be encouraged to demonstrate the ability to generate practical solutions, and exercise managerial and ethical judgment, for increasingly complex and integrated market-led scenarios.

This course is most likely to suit those who have a minimum of two-three years' management-related experience, ideally at the middle-management level. Typically, course participants are able to draw from their real-world experience to be able to tackle a range of current work-related problems and investigations, and to develop new ideas, concepts and models as aids to problem solving and performance improvement.

This course focuses on the functional and strategic aspects of general management and their integration, building on modules delivered at the certificate stage course. A key integrative theme of the course for both public and private sector participants is business planning and finance. As with the certificate-level course, you are encouraged to demonstrate the ability to generate real practical solutions to work-related issues, and to exercise managerial and ethical judgment in increasingly complex and integrated scenarios.

A variety of contemporary learning and teaching strategies are used that involve you in current management problems and issues. Learning from and through real-life case studies will enable you to build on your own experiences, as well as to broaden horizons as to the role and function of a general manager operating within an organisational context.

Our proactive teaching strategies enable you to think critically about real-world management problems and to develop strategies for more complex problems encountered at more senior managerial levels. This course enables you to build up a body of practical and theoretical/ best practice knowledge with respect to general management, which can be applied to your own professional practice and development. Furthermore, the philosophy of the course, which is embedded within a reflective practitioner model, both supports and encourages the transfer of learning back to the organisational context. As such, diploma-level study is a vehicle for personal development and future career

progression as well as preparation

for Masters-level study.

This course has been specifically designed to enable you to integrate diploma-level study into your working life, while remaining a productive and contributing member of a management team. You are able to apply your learning directly to a range of work-based situations and contexts, potentially adding significant value to the organisation with respect to its mission and purpose, and more importantly with respect to making a stronger and more visible contribution to performance-related business development.

Assessment

Assessment methods are designed to enable you to develop and evidence practical and cognitive skills that are essential to longer-term career progression. Particular emphasis at

diploma level is placed on more in-depth problem analysis and on the synthesis of solutions to a variety of operational, tactical and strategic planning and delivery-related problems. The methods used for assessment include both written and oral forms of submission/ presentation. Media used range from individual and group management reports to presentations.

Features

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STUDY MODULES

Core modules

- Business Planning and Finance
- Leadership and Change

Optional modules

- Research Methods for Managers
- Project Management



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Lord Ashcroft International Business School Postgraduate Studies

Vic

MARKETING AND INNOVATION

MA, PG Dip, PG Cert



Final award:

Intermediate awards: PG Dip, PG Cert

Faculty:

Lord Ashcroft International Business School

Location:

Cambridge

Duration:

18 months full-time
(1 year plus period for dissertation)
2 years part-time

Start options:

September January

Entry requirements:

Candidates will normally be required to hold a degree from a UK university in a related discipline. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications.

Appropriate membership of a relevant professional body and other such qualifications of comparable standards which are acceptable to Anglia Ruskin University. Holders of the Professional Postgraduate Diploma from the Chartered Institute of Marketing are able to join the Masters stage of the award.

This is a 180 credit, three-stage course of awards, comprising the Postgraduate Certificate, Postgraduate Diploma, and Masters-level awards.

The course will enable you to create frameworks for understanding and analysing marketing processes in diverse organisational types, encountering different and changing marketing environments.

During the course you will develop practical research and analytical capabilities in the context of market-driven strategy, particularly in the formulation of value propositions in provider/consumer relationships.

You will be able to review, modify and apply transferable marketing concepts and skills in the management of product and market development, in particular from the strategic perspective, and to assess critically market-sourced data and information from a variety of organisations, and use this for strategic marketing decision making. You will examine a variety of creative approaches to product and service design, creativity and innovation, that may contribute to organisational wealth and to develop intellectual mastery in the area of marketing management and innovation.

The course content maintains a good balance between theory and practical applications, covering the key functional areas encountered within international marketing. Throughout the course you will be encouraged to think critically about many different business issues and to develop marketing strategies.

Assessment

Assessment strategies in our modules have been designed to enable you to demonstrate the practical skills of data management and manipulation, synthesis of ideas in application, and to communicate outcomes to others in different marketing situations. Normally this is done through assignment and group presentation. There are no formal examinations in our course.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

This course will provide an opportunity for you to liaise with active managers, researchers and practitioners within the field of global business. You will be invited to share your experiences and culture with other Masters students in an informal, supportive environment. Specialists from across the world provide regular workshops and presentations throughout the course.

Links with industry and professional recognition

This course brings you into close contact with practitioners and specialists from a wide range of areas of business and management within the global economy.

Associated careers

This course will prepare you to enter a career in marketing. Those who have marketing backgrounds will enhance their potential and be able to enter more senior roles.





Core modules: PG Cert

Marketing Management

This module will examine the issues of buyer behaviour, value relationships between supplier and customer, and customer loyalty using a series of case studies from a range of industries.

Marketing Design and Innovation

Here, we investigate stylistic change in taste, fashion and customer need by examining contemporary issues in marketing, design and innovation, including dependency products and services.

Core modules: PG Dip

Strategic Marketing Management

This module has two themes: firstly, the critical understanding of the practical tools, techniques, operations and activities of the marketing process; secondly, the marketing decisions on which effective marketing management and planning are based.

Research Methods for Managers

Here, you will develop the knowledge, skills and abilities needed to effectively carry out a piece of small-scale business or management research. A particular emphasis will be placed upon developing you skills in preparation for your workplace-based Masters dissertation or project.

Core modules: MA

Major Project

This module will support you in the preparation and submission of a Masters-stage project or dissertation.

Optional modules: PG Cert

Buyer Behaviour

The aim of this module is to help you to understand marketing from a sociological and psychological perspective.

Marketing Communications

This module requires existing and potential managers to evaluate the theories and concepts associated with marketing communications.

Optional modules: PG Dip

Internet Marketing

This module deals with both the marketing aspects of e-commerce (such as communications, differentiation, delivery strategy), and the information technology aspects (website creation, performance monitoring).

International Marketing

This module examines the processes that companies go through in the development of their international activities. Particular attention will be paid to the environmental issues relating to international market entry that companies need to address.

To apply online visit: www.anglia.ac.uk/apply

MARKETING MANAGEMENT **PRACTICE**

MSc, PG Dip, PG Cert



Final award:

PG Dip, PG Cert

Intermediate awards:

Faculty:

Lord Ashcroft International **Business School**

Location:

Chelmsford

Duration:

18 months full-time (1 year plus period for dissertation)

Start options:

September January

Entry requirements:

Candidates will normally be expected to hold a first degree at a minimum of lower second class Honours in business or a related discipline. Holders of other awards, including those from non-UK universities will be considered on the equivalence of their qualifications.

Candidates who do not meet any of these entry criteria, but can demonstrate appropriate relevant experience in a post of management or professional responsibility may be admitted if, in the opinion of the admissions tutor, they are capable of profiting from and contributing to the course.

This is an innovative new course at our Lord Ashcroft International Business School, designed to meet the growing demand in both international and corporate markets for a core degree in the 'practice of management', specialising in marketing management practice.

It will support the development of management practitioners (not just business graduates) who, through their academic studies, practice-based learning and experience, are able to gain both generic and context-specific skills. competencies and knowledge which will support 'confident futures' in management within regional, national and international business organisations.

This course will:

- enable you to demonstrate knowledge, understanding and critical analysis of the personal, managerial and organisational challenges of realworld management practices, with particular focus on marketing management practices
- develop your skills, as a business graduates, to be adept at both the theory and practice of management within both academic and organisational contexts, through a practice-based approach to the study of management
- develop your analytical and reflective abilities as an independent learner, and a critically reflective management practitioner
- promote the development of intellectual capability, personal, academic and commercial skills. and your creative thinking in order that your can generate original solutions to management problems in an organisational context

- · develop insights, critical thinking and management skills through exposure to the theory and practice of business and management, in order to widen your perspective beyond your immediate management role and/or organisation
- · enhance your employability as a marketing management practitioner.

Assessment

Assessment methods reflect management practice in the work environment and include assignments; presentations; reflective portfolios and personal development plans (PDP); all related to management practice in real organisations. There are no formal examinations.

There will be two types of assessment: formative and summative. Summative assessment (which will contribute to your final Masters award) will include:

- · assignments individual and group; reports; essays; tests and presentations
- · portfolio including performative/ patchwork text/artefacts and work-based/action-learning tools
- · group and individual presentations
- learning logbook.

The aim is to maintain flexibility and to employ a wide range of methods.

The summative assessment for the compulsory modules will be adequately spaced out to help you to plan your work.

Formative assessment will take place during the semester, but the requirements are more flexible and will be less time consuming.

Integration of learning across modules is achieved through integrative assessments such as portfolios.

For those on the work-based and hybrid modes: the work-based learning methodologies/interventions will be drawn upon for completion of the assessment.

Teaching will include a wide range of approaches, including lecture, seminar, video and case studies.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

This is a highly flexible and innovative course that provides a framework for meeting the diverse student and client needs of the markets it operates in.

It is distinctive in that it seeks to provide you with an opportunity to study a general business and management course, and specialise in marketing management practice. As a result you will enter the employment market with:

- a named degree that highlights the breadth of your business and management skills
- · a depth of knowledge against the specific context of marketing management practice.

Work placements

This innovative course is not only delivered through the traditional full-time, taught mode of study, but also through a work-based and hybrid route.

The work-based and hybrid routes are designed to meet the needs of potential corporate clients with a view to provide:

- flexible delivery: the course can be delivered in three-day blocks; one-day blocks: weekly delivery patterns; or by distance learning
- · flexible start and finish dates: the course can be delivered at any time of year and for as long as the corporate client requires
- flexible learning and teaching approaches: including workshops; seminars; lectures; role-playing; business games; case studies and guest speakers.

You will mostly undertake the programme on 'block mode'/workbased/in-company/part-time modes/ patterns alongside the placement/ employment experience. Each participant is trained/'upskilled' for the world of management and will have the opportunity to put theory into hands-on practice. The whole learning process during this period (including the self-managed project/portfolio) is tailored to meet both the needs of your company and provides you with the opportunity to display the intellectual skills of critical analysis, synthesis and reflection. For this reason, during this period, the learning is a negotiated process between you, your in-company mentor and your academic supervisor for assessment on the modules depending on your chosen options.

The work-based or hybrid route of the course aims to:

- · provide challenging and rewarding personal and professional development to managers and executives
- develop managers as reflective practitioners
- align personal effectiveness with organisational performance by providing a platform for learning against the context of learning outcomes for the client/corporate/ employing/placement organisation.

Associated careers

Careers associated with this course include management roles within the private, public or non-profit sectors at junior or middle-management level.



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STUDY MODULES

Core modules: PG Cert

Management Theory into Practice

This module sets out a four-part framework (context, objectives, strategy and implementation), which managers should use for the development and implementation of strategy.

The Reflective Practitioner

The aim of this module is to enhance your self-awareness and self-understanding through the use of theoretical approaches, models and tools to support self-analysis.

Core modules: PG Dip

Action Learning for Managers

This module provides a framework to support managers through the processes involved with designing, undertaking and critically evaluating an action-learning intervention within a selected organisation. You will be assisted in undertaking a complete iteration of the development cycle.

Core modules: MSc

Major Project

Here, you will be supported in the preparation and submission of a Mastersstage project or dissertation.

Management Practice Portfolio

Here, you will be supported in the preparation and submission of a portfolio equivalent to a Mastersstage project or dissertation.

Optional modules

Challenges of Management in Practice

This module will provide the opportunity to apply new knowledge within the context of your professional experience, reflecting on and learning from your prior experience, and developing abilities to apply this to new situations specifically to your placement/employment organisation.

Buyer Behaviour

The aim of this module is to help you to understand marketing from a sociological and psychological perspective.

Internet Marketing

This module deals with both the marketing aspects of e-commerce (such as communications, differentiation, delivery strategy) and the information technology aspects (website creation, performance monitoring).

Marketing Communications

This module requires existing and potential managers to evaluate the theories and concepts associated with marketing communications.

Marketing Design and Innovation

Here, we will investigate stylistic change in taste, fashion and customer need by examining contemporary issues in marketing, design and innovation, including dependency products and services.

Marketing Design and Innovation

This module requires existing and potential managers to evaluate the theories and concepts associated with marketing communications.

Marketing in the Public Sector

By studying this module, you will be able to analyse and critique the problems and difficulties associated with introducing a marketing focus across the public sector.

Marketing Research

This module aims to enable you to plan and implement a market research strategy. Considerable attention will be given to the analysis of market research data, and the presentation and reporting of research findings.

Strategic Marketing Management

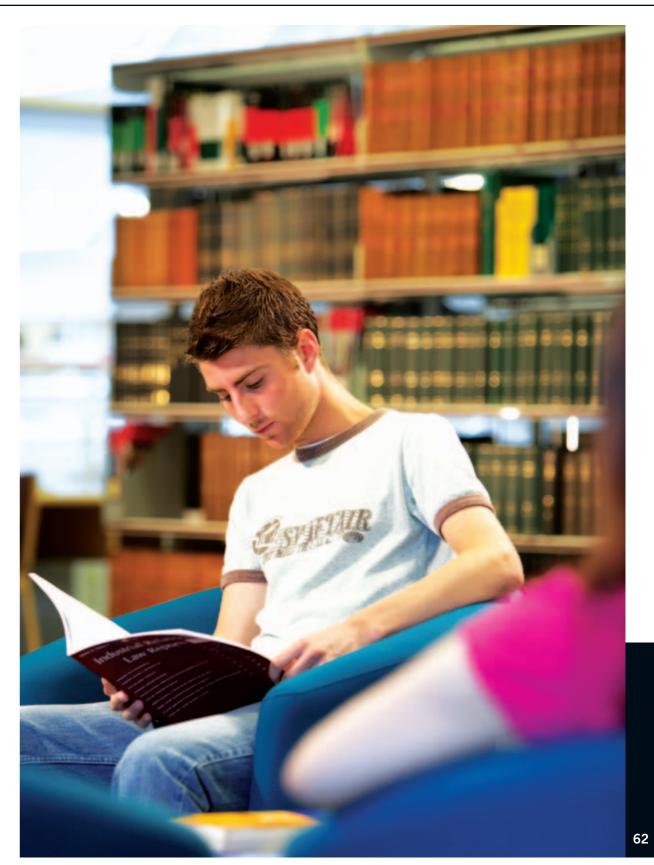
This module has two themes: firstly, the critical understanding of the practical tools, techniques, operations and activities of the marketing process; and secondly, the marketing decisions on which effective marketing management and planning are based.

Marketing Management

This module will seek to examine the issues of buyer behaviour, value relationships between supplier and customer, and customer loyalty using a series of case studies from a range of industries.

Marketing in a Global Context

This module will seek to examine these issues by examining the current literature on marketing strategy, which is from a combination of European and Australian academic writers.



MASTER OF BUSINESS ADMINISTRATION

MBA



Final award: MBA

Faculty:

Lord Ashcroft International Business School

Location: Cambridge, Chelmsford

Duration:

1 year full-time 2 years part-time

Start options:

Full-time: September, January (Cambridge, Chelmsford) Part-time: September (Cambridge, Chelmsford), January (Chelmsford only)

Entry requirements:

Candidates will normally be expected to hold either a degree from a UK university, normally at a minimum of lower second class Honours (or equivalent overseas degree), or an academic or professional qualification, which is equivalent in breadth and depth to a UK Honours degree.

Candidates must also have had at least two years' of relevant, post-graduation (or post-qualifying for a candidate holding a professional qualification) work experience on which their MBA learning can build. Those candidates without a formal qualification will be expected to demonstrate previous supervisory experience, preferably at middlemanagement level of at least two years. Candidates are normally required to evidence this by means of a CV. Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

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This course has been developed to meet the needs of middle/senior managers in the running of their businesses, and to facilitate their progression to higher-level roles within their organisation. Managers need to be aware of issues, able to analyse their potential outcomes and consequences and decide how to react.

You do not have to be an expert in all areas of business, but you do need a general awareness of which specialist facilities and services exist and how they can assist in carrying out your role. Thus, MBA courses have a far more generalist and strategic approach than those Masters courses focused on specific subject areas.

This philosophy is followed by the Quality Assurance Agency (QAA) in their Subject Benchmark Statements. This course follows their recommendations in its focus on the advanced study of organisations and the dynamic, global context in which they operate.

Unique to our MBA is the depth of emphasis on a strong practical and professional orientation to the curriculum and learning styles, which has been developed over our 15 year history. This MBA has a strong reputation for providing managers with the foundation necessary for handling complex issues in a turbulent business environment. Leaders need to be challenging and thoughtful, analytical and innovative, and these are important elements of this course.

Assessment

Each credit-rated module is assessed by an assignment, often work or case-based. There are no formal examinations on this course to ensure that learning is context-specific and transferred to the organisation.

The MBA is designed for students who have gained a considerable degree of subject knowledge and proficiency from their undergraduate studies, experience of the workplace, or both. Our approach to study is essentially one of critique and evaluation, using the results of current and recent research and case studies to analyse, evaluate and appraise established methods, practices or techniques.

Teaching input is provided via a wide range of approaches, including lectures, seminars, video and case studies. Particular emphasis is placed on team teaching and the setting of work-based tasks at strategic level.

Learning strategies include syndicate work; group presentations; working with local business organisations; and self-managed learning.

Assessments have a strong practical and professional orientation, enabling you to develop a range of practical management skills relevant to senior roles in your organisation. Work-based assignments are used where relevant and practical, to help you relate your learning to your work environment, increase your knowledge of that environment, help raise your profile and ensure your sponsor gains immediate, practical benefit.

An important component of this course is the postgraduate dissertation, supported by the Research Methods for Managers module, and often related to studies in one or more other modules. You will be expected to display a considerable degree of proficiency in research methods, and be able to apply such methods to a real-world problem in a practical and business-like manner. You will be required to demonstrate knowledge of the strengths and weaknesses of your chosen methods, and discuss how you worked within, or overcame such weaknesses. Additionally, you are expected to criticise your own work, both from a methodological and practical standpoint.

Features

Our striking, award-winning business school building in Chelmsford, as well as our brand new building in Cambridge, offer the most advanced state-of-the-art learning environments.

Links with industry and professional recognition

The MBA is accredited by the Association of Business Schools. Links between this MBA and international partner institutions are fostered through international websites, residentials and conferences.

Associated careers

This course will prepare middle managers for senior roles within their organisations







continued



STUDY MODULES

Core modules: Cambridge

Organisational Behaviour

The purpose of this module is to provide a number of conceptual frameworks to help you make sense of your professional practice and context. The focus is to seek insights into behaviour in organisations from a behavioural-science perspective.

Financial Statement Analysis

This module identifies the major areas of judgement in financial statements and helps you both to recognise those judgements and develop a crucial ability to modify them to suit your own informational needs.

Marketing Management

Here, we will seek to examine a series of case studies from a range of industries. One of the main focuses for the design of the module has been the further development of relevant employability and professional skills.

Human Resource Management Practice

This module will introduce you to the key concepts and policies underlying Human Resource Management (HRM) in organisations. Thus, the module looks at techniques, procedures and systems available to managers in order to enhance performance; to achieve excellence; and to align corporate and commercial goals.

Research Methods for Managers in an International Context

Here, you will develop

the knowledge, skills and abilities you will need to effectively carry out a piece of small-scale business or management research. Particular emphasis will be placed upon developing your skills in preparation for your workplace-based Masters dissertation or project.

Business Analysis Project

This module focuses on both strategic and operational aspects and integrates topics and themes from other modules. This integrative approach will enable you to develop a comprehensive understanding of the issues facing an organisation and the implications of those issues for its well-being.

Strategic Management Analysis

Here, you will explore the rich field of strategic management and how strategic analysis and formulation contribute to an organisation's performance.

International Business Management

This module describes the driving forces behind international business and their impact on organisations, managers and individuals. It explores possible corporate strategic responses to international business conditions and exposes managers to issues and tensions in business operations and relationships across national cultures.

Entrepreneurship and Innovation

You will review the classical models of entrepreneurship and examine the main characteristics of entrepreneurs within organisations of all sizes. Commercial, public sector and not-for-profit distribution organisations can be included in this assessment.

Dissertation

This module will support you in the preparation and submission of a Mastersstage project or dissertation.

Optional modules: Cambridge

Elective module on a range of relevant business topics.



STUDY MODULES

Core modules: Chelmsford

Organisational Behaviour

This module provides a number of conceptual frameworks to help you make sense of your professional practice and context. The focus of the module is to seek insights into behaviour in organisations from a behavioural science perspective.

Global Business Fitness

You will examine the fitness of business to help humanity tackle urgent global issues, based on the four elements of decision making/ problem solving; adoption of a global approach; creation of a new business paradigm; and having a contemporary mission.

Marketing Management

This module examines marketing issues using a series of case studies from a range of industries. One of the main focuses for the design of this module has been the further development of relevant employability and professional skills.

Strategic Financial Analysis

This module provides a conceptual and analytical framework for looking at the financial performance of organisations operating internationally in capital, financial and operational markets.

Research Methods for Managers in an International Context

You will develop the knowledge, skills and abilities needed to effectively carry out a piece of small-scale business or management research. A particular emphasis will be placed upon developing your skills towards your workplace-based Masters dissertation or project.

Decision Making and Problem Solving

This module will give you the skills and knowledge necessary to develop frameworks and approaches to decision making, by critically examining theoretical models and relating them to business experience.

Strategic Management Analysis

This module explores the rich field of strategic management and how strategic analysis and formulation contribute to an organisation's performance.

Business Analysis Project

The module is integrative in nature and provides practically relevant ideas and frameworks that facilitate strategy design and implementation with a focus on their financial implications.

Dissertation

This module will support you in the preparation and submission of a Mastersstage project or dissertation. It involves an assessment volume equivalent to 15,000 words, worth 30 credits.

Optional modules: Chelmsford

Depending on the credit value of your dissertation, you may take up to two elective modules from a range of relevant business topics.

workes an assessment ime equivalent to 000 words, worth credits.

SOLUTION-FOCUSED THINKING AND LEADERSHIP

MSc. PG Dip. PG Cert



Final award:

Intermediate awards:

PG Dip, PG Cert

Faculty:

Lord Ashcroft International **Business School**

Location:

Chelmsford

Duration:

PG Cert: 5 days per year PG Dip: 5 days per year MSc: 2 days per year

Start options:

Cohorts will be launched every six months commencing in September

Entry requirements:

Candidates are normally required to hold a first degree.

Those candidates without a formal qualification will be expected to demonstrate previous supervisory experience, preferably at middle-management level, of at least three years. Candidates are normally required to evidence this by means of a CV.

Those candidates for whom English is not their first language will be expected to demonstrate a certified level of proficiency of at least IELTS 6.5 or equivalent.

This course has been designed with three integrated awards:

Postgraduate Certificate in Solutionfocused Thinking and Coaching

This level will provide a foundation by focusing on coaching and developing teams/others to adopt solution-focused thinking approaches to your organisational context, with the over-arching aim of demonstrating a contribution to enhancing organisational performance.

Postgraduate Diploma in Solution-focused Leadership

This level will build on the coaching context and integrate the knowledge and applied learning achieved at Certificate level to the wider context of leadership and strategic-related initiatives that focus on enhancing employee engagement, business improvement, and facilitating innovative thinking and practice.

MSc in Solution-focused Thinking and Leadership

This level will focus on specific contemporary leadership related issues in line with leading-edge practice and research.

All phases of this Masters course will focus on solution-focused thinking and leadership related issues. Each stage of the course can be completed within a minimum of six months and therefore the full Masters qualification can be achieved within 18 months.

The MSc in Solution-focused Thinking and Leadership aims to meet the personal and professional requirements of managers and leaders within organisations, whilst also adding measurable value to both you and your organisation by providing the opportunity to align your development opportunities with organisational needs.

The qualification framework has been designed to progressively develop the acquisition and application of a solutionfocused thinking approach, which can be contextualised and applied to any contemporary organisational issue.

The emphasis of this course is on a strong, practical and professional orientation to the curriculum with work-based learning at the core of its design, which naturally facilitates alignment to organisational experiences.

Assessment

This course facilitates the development of knowledge, skills and behaviours through work-based learning and application. It offers you the opportunity to align your academic study with work-based practice and undertake assessment through work-based application, therefore facilitating experiential learning.

Forms of assessment on the course include:

- · project-based assignments that will assess your intellectual skills via your ability to integrate theory and practice to draw meaningful insights into complex business issues
- · project-based assignments that will assess your intellectual skills by producing rigorous analysis, conclusions and recommendations that your organisation can adopt, and thereby facilitate opportunities for business impact to be assessed
- · reflective-based assignments at both Certificate and Diploma level, and a reflective related requirement within the portfolio-based project at Masters level, will continually refocus your mind on drawing new meaning and understanding from project-related experiences
- the portfolio-based approach at Masters level will equally require you to present tangible evidence that demonstrates both academic rigour and business impact, and the extent to which innovative approaches have been adopted in determining new insights to complex, business-related problems.

Facilities

Due to the primarily distance learning nature of this course, you will be assigned an academic mentor to support your learning and development. You will attend an induction day where you will be provided with the name and contact details of your academic mentor. For the duration of each phase of our course you will have access to mentors online, via email and telephone. Any meetings held between yourself and your mentor will be documented and actions recorded for future reflection and reference. You are welcome to email or telephone your module tutors for guidance and support, post your study blocks, and you will always be encouraged to fully utilize your allocated academic mentors.

Special features

This course is delivered off-campus at residential venues (the cost of the residential is in addition to the course fees).

Associated careers

This course will be suited to individuals who value the importance of developing their knowledge, understanding and practice of coaching and leadership within organisational contexts. The notion of solution-focused thinking is aligned to the development of these core management disciplines and will enable you to demonstrate added value to both your own career and personal development. and to your organisational context.

This course is designed to offer leaders and aspiring leaders the opportunity to develop their knowledge, skills and behaviours with a particular emphasis on solution-focused thinking, in order to realise their leadership potential within an organisation.

This emphasis will encourage you to critically consider and evidence the direct impact that your learning and development has at a number of different levels, namely; at a personal level, both inside and outside of the work environment; at a specific job role/professional level; at a departmental and/or functional level; and ultimately at a more organisation wide level



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STUDY MODULES

Core modules: PG Cert

Solution-focused Thinking – Performance Improvement Coaching

This module is blended and work-based in its nature and learning approach, and builds on your existing practice-based awareness of performance improvement and coaching in organisational and/or individual contexts.

Solution-focused Thinking for the Reflective Leader

This module integrates and links your wider experience(s) in the workplace and study on our course in a 'think-action-understanding-reflection-plan-based' approach.

Core modules: PG Dip

Solution-focused Thinking for Business Improvement Methodologies

This module builds on knowledge gained via practice-based experiences and reflections within organisational contexts.

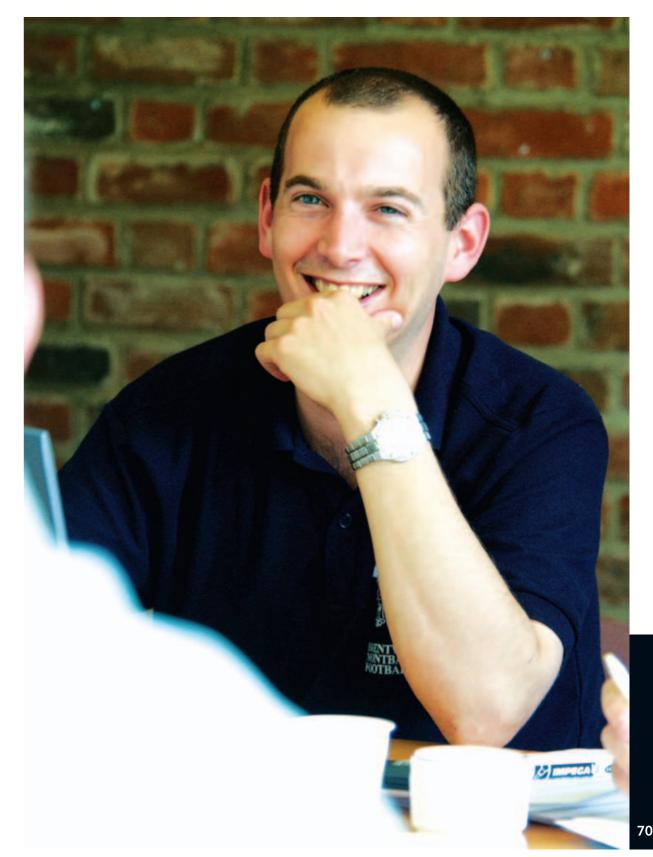
Solution-focused Thinking for the Strategic This module integrates

and links your wider experience(s) in the work-place and study on the pathway in a 'think-action-understanding-reflection-plan-based approach', which is also aligned to solution-focused thinking.

Core modules: MSc

Management Practice Portfolio

This module supports you in the preparation and submission of a portfolio equivalent to a Masters-stage project or dissertation.



Visit our campuses

Come and meet us! Talk to our course leaders, directors of research and current postgraduates, and find out how Anglia Ruskin University could make all the difference to



Postgraduate Open Days and Evenings

For a postgraduate, deciding where to study is not a decision to be taken lightly so we encourage all prospective students to visit us.

Our Postgraduate Open Days and evenings are a great introduction to postgraduate study at our University and they offer you the perfect opportunity to:

- find out more about our range of postgraduate courses and research opportunities;
- talk to our course leaders and/or directors of research from all five of our Faculties;
- view our extensive campuses and state-of-the-art facilities;
- **get** advice on your career development options;
- find out more about postgraduate funding opportunities;
- discuss the application process with our friendly and informative admissions staff.

We hold Postgraduate Open Days and evenings throughout the year. Dates are subject to change, so please register your details with our Contact Centre and we'll send you information about our next event.

Email: answers@anglia.ac.uk

Call: **0845 271 3333**

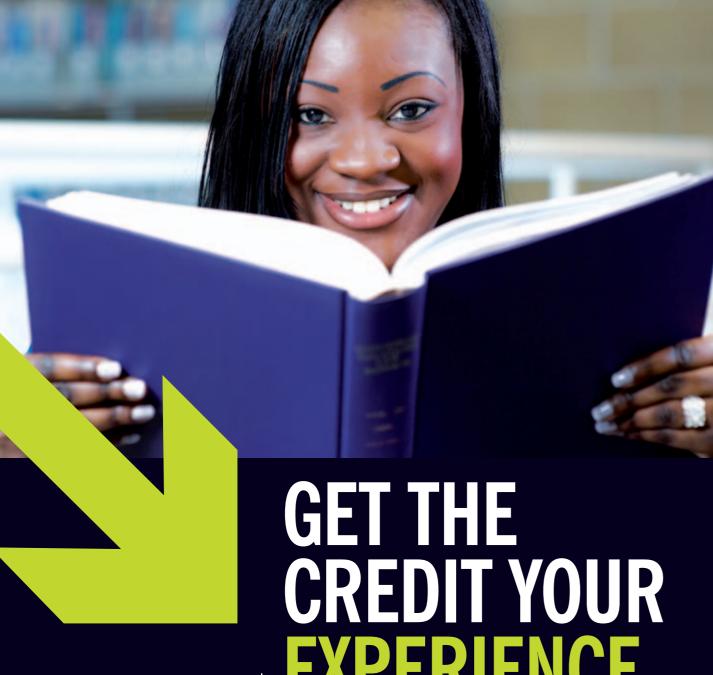
If you live overseas

You may not have the opportunity to visit our University in person. In which case, there may be the opportunity for you to meet staff from our international office. They travel to education fairs all over the world, and often conduct interviews that can result in places being offered there and then.

For a full list of upcoming overseas visits:

Visit: www.anglia.ac.uk/meetus

Call: +44 (0) 1245 493 131



To find out more about APL...

Visit:

www.anglia.ac.uk/apl

Email:

answers@anglia.ac.uk

Call:

0845 271 3333

EXPERIENCE DESERVES.

Our Accreditation of Prior Learning (APL) process is specifically designed to determine how your previous experience and learning might translate into academic credit towards your chosen course of study.

THE LATES

ANGLIA RUSKIN NEWS ON TWITTER..

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follow our latest news

set up a feed to your mobile phones or desktops using RSS



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