

University
of Applied
Sciences



Are you ready to
take the next step
in your career?

MBA-MA in 2 year

No pre-master

- Master of Business Administration MBA
- Master of Arts in Management MA
- Part-time

Saxion University of Applied
Science offers this programme in
cooperation with the University
of Greenwich, London, UK.



Step up to Saxion

saxion.edu

The Master of Business Administration (MBA) and Master of Arts (MA) are an internationally recognized Master's degree in business administration and management.

Flexible learning

Our part-time supported open learning programme (Blackboard) is primarily aimed at individuals who are working full-time and need to balance study with work and home commitments. This is a flexible learning model which uses a mixture of different methods of study, including facilitated online learning supplemented by face-to-face workshops. This approach has proved very successful and is extremely popular with students and sponsoring employers. Students are required to study approximately 16-20 hours a week for a period of two years.

Learning objectives

This degree aims to:

Develop your critical awareness of current issues in business and systematic understanding of organisations, their place in the business world and how they are managed.

Provide you with critical awareness of current issues in business and management that is informed by leading-edge research and practice in the field.

Improve your ability to acquire and analyse data and information to evaluate their relevance and validity, and to synthesize a range of information in the context of new situations.

Develop your ability to apply relevant knowledge to a range of complex situations, taking account of how this relates to other areas of the business or organisation.

Why study this programme?

M(B)A are an internationally recognised Master degree in business administration and management. It prepares managers for organisational leadership and decision making.

The M(B)A aims to develop the business leaders of the future. It approaches responsible leadership from the starting points of creativity, practicality and social resourcefulness, and focuses strongly on the personal development of participants, including their career management.

Building on a broad foundation of business functions, the M(B)A focuses on the integrative disciplines of business strategy and the management of change, leading to a real-world consultancy project and an individual business research project.

The M(B)A helps students to understand their value in the marketplace and develop plans that will make the very best of their career potential.

The M(B)A can be studied part-time by Supported Open Learning. Together, these offer flexibility and a recognised qualification while delivering business and management education relevant to the workplace.

Entry requirements MBA

a Bachelor degree in a related business field + two years working experience in a related field

Entry requirements MA

a Bachelor degree in a related business field + one year working experience in a related field

Practical matters	
Location	Saxion Deventer
Duration	24 months
Language	English
Group size	Maximum 16 students
Credits	180 UK credits
College day	Twice per month on Tuesday evening from 18.15-21.30h
Webinars	Twice per month on Tuesday 45-90 min
Self-study	16-20 hours per week

Study fees	
Tuition fee	€11.000,- (€5.500,- per year)
Literature	+/- € 850,-
Additional costs	Academic English writing course € 150,-

information

Modules Year 1

- **Scholarship in Business** (30 credits)
- **Integrated Operations Management** (30 credits)
- **Business Project Research Methods (Proposal phase)***
- **Business Project** (15 credits)

Modules Year 2

- **Financial Management** (15 credits)
- **Strategy and Business Decision Making** (30 credits)
- **Creative Problem Solving and Consultancy Project** (15 credits)
- **Business Project (execution phase: Dissertation)** (45 credits)

** Officially the Research Methods course is part of the Business Project. Hence, credits are only awarded after finishing the entire Business Project.*

During the first 18 months you will have meetings approximately once every two weeks on Tuesday evenings, the final 6 months of the programme you will focus on your independent business project, resulting in a dissertation at the end of the second year of enrolment.

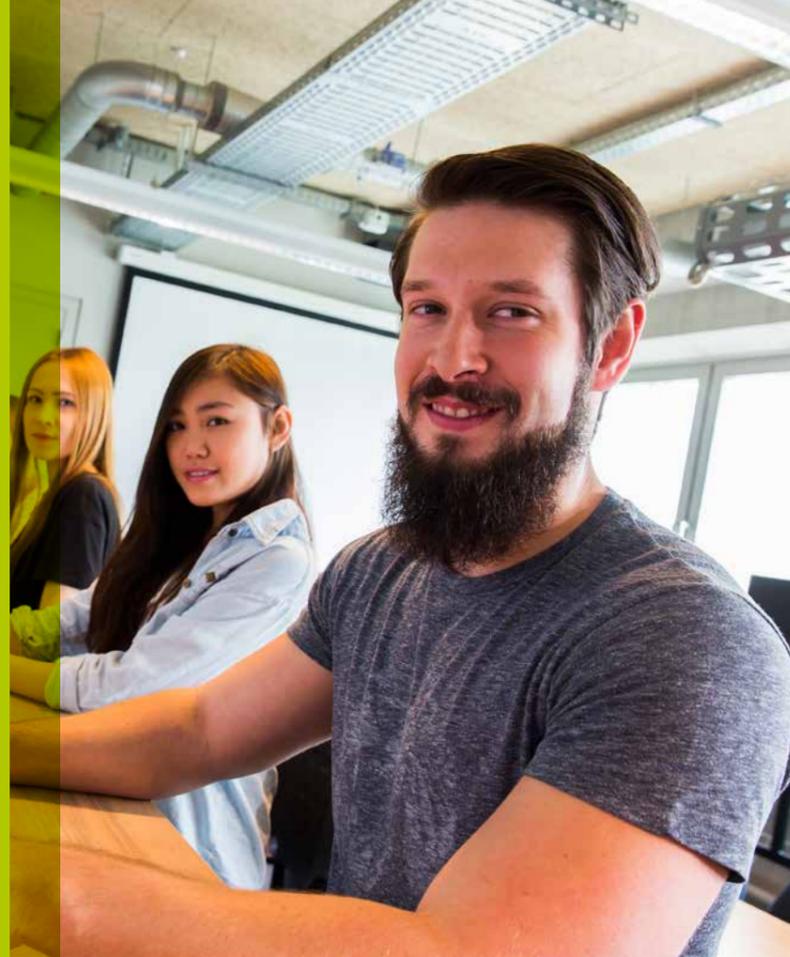
What is the value of our M(B)A?

The aim of our M(B)A is to prepare managers for organisational leadership and decision making by developing their essential skills to help them succeed in 21st century business.

Career progression

The M(B)A opens up the world of business to its graduates. It is designed for professionals looking to advance their business, management and leadership skills, which ultimately will fast-track career progression. Are you just starting out in your career or been in full time employment for a number of years? The Greenwich M(B)A can provide the catalyst to move into senior management.

Graduates have the opportunity to progress rapidly through management in different companies or to apply their skills and knowledge to managing their own businesses.



Scholarship in Business

Using a problem-based learning approach, and contextualized towards research and analysis of the Business Environment and International Business Context, this course develops students' abilities of academic practice and research in business and management.

The context in which organisations exist today is increasingly international. Managers are required to be sensitive to a range of different social, political and economic systems as well as the technological and ecological factors that make up the complex environment in which they operate. Meeting the challenge of change is essential to operate effectively in such a diverse and dynamic environment. This course ensures that participants can analyze trends and changes in the business environment and have the necessary tools to interpret and exploit change.

Integrated Operations Management

Operations Management is the set of activities that create value in the form of products and services by transforming inputs into outputs. Competitive advantage in operations is critically important in any business. This course provides students with concepts, techniques and tools to design, analyse, and improve corporate operations to efficiently and effectively deliver value to customers via providing products and/or services.

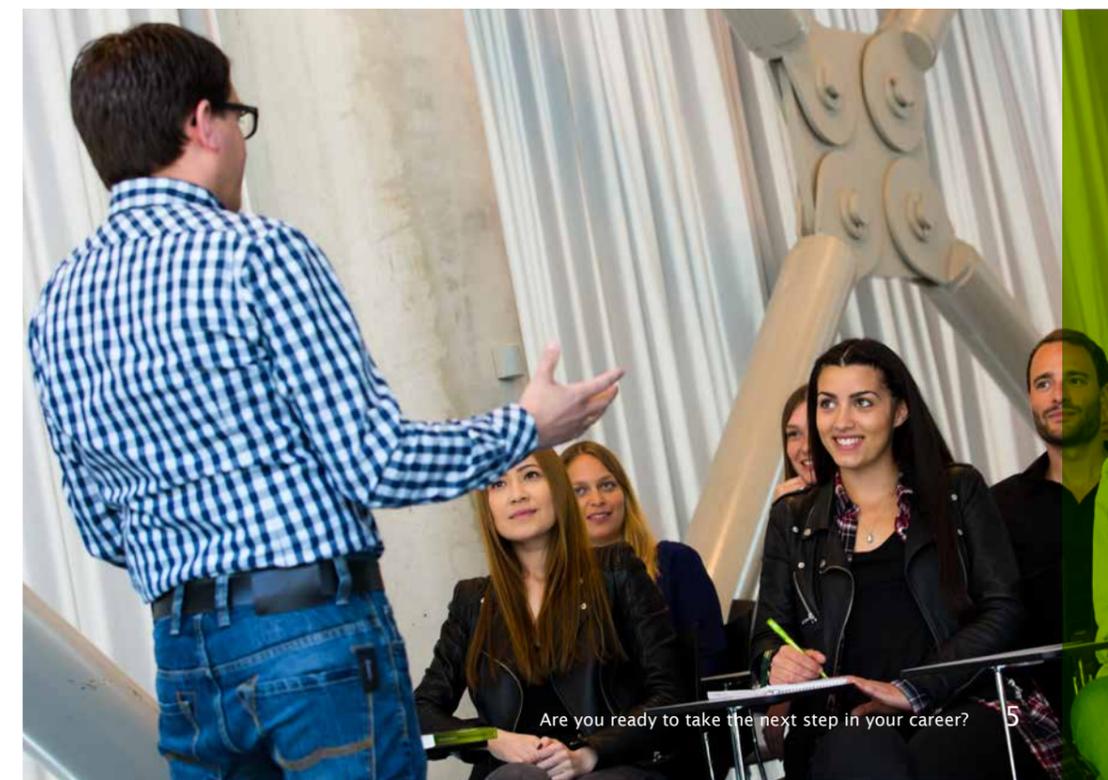
The course highlights integration, with other business functions such as marketing, human resource, and information management. This course brings together traditionally 'stove-piped' Marketing, Human Resource, Information Systems and Supply Chain Management knowledge and approaches into an integrated operations management perspective so that students can successfully meet this challenge when operating in international environments and address the differing dynamics of value generation in manufacturing, service and knowledge organisations.

The challenge for tomorrow's manager is to consider the interdependent nature of an organisation and the requirement for cross-functional decision making in both local and global market.

Responsible Leadership and Development

This course provides students with the opportunity to explore and evaluate the practical application of business concepts through the experience of working as members of a consultancy team to investigate and recommend solutions for a real business issue. Students will work on live business problems, taking a briefing from management of client organisations, applying creative problem solving and innovation techniques, and presenting recommendations back to the client. The course provides a practical focus of the M(B)A programme in that students have to bring to bear all the skills acquired throughout the programme.

Three aspects will receive special attention in preparatory learning: group-based creative problem solving techniques; project management concepts, and the soft skill dimensions of being a Consultant. This course aims to develop the confidence and competence to apply knowledge to real business scenarios, and to develop the personal and team-based skills to be effective in this. Sector specialisms may be applied to this course.



Financial Management

In order to function effectively, organisations must identify strategic resources and make effective decisions related to their use. Financial assets, as well as intangible assets such as human capital and information/knowledge capital, may be used to generate value for the business and its stakeholders.

This course provides students with the opportunity to examine the principles of sound financial management and to explore the practical application of these through case studies. Students are given the skills and knowledge to take a leading role in understanding and promoting both effective and ethical practice in the financial management of an organisation.

The course covers four main areas: financial accounting, including the potential use of major tools and techniques related to financial interpretation; management accounting, including traditional techniques and new developments that affect managers today, international aspects of financial reporting, including corporate governance, ethics and reporting regimes of different countries; and the generation of shareholder value as a key business objective and linkage to specific strategies and business policies.

Responsible Leadership and Development

M(BA) students return to industry with a career plan for achieving their aspirations – they are not the same people doing the same things but with a qualification after their name. They therefore need to explore their own strengths in relation to their aspirations and develop career management plans, supported by professional executive coaching. This course helps students to acquire and develop the necessary skills to manage their own careers and become responsible leaders of organisations. Students explore and critically evaluate contemporary theories of leadership and examine how these can be applied in practice.

When exploring 'change management' the course particular focuses on the models of 'transformational leadership', and the process of building commitment to an organisation's objectives while empowering individuals to accomplish objectives in ways that are good for the organisation and good for the individuals.

The key to the leadership development process is the creation and tracking of an action plan that enables the leader to benefit from the long-term effects of behavioral change. Personal and professional development is a long-term and evolving process, and this course instils students with the skills of reflective practice and Continuing Professional Development. Students gain confidence in communication, presentation, research and business updating by attending ancillary seminars and organizing and delivering a one-day conference at which they present on a current business topic.

Strategy and Business Decision Making

Organisations are experiencing an increasingly competitive business environment. To attain a secure and successful future, they need to develop and execute resilient strategies that provide lasting competitive advantage. Such strategies (and the processes by which they are developed and implemented) must be sufficiently flexible to enable organisations to accommodate change.

This course equips students with the core concepts, frameworks and techniques of strategic management (analysis and implementation) that enable them to make better decisions. It develops a core knowledge of strategy within practical international business. At the level of generic strategy, students learn to identify and exploit the sources of long-term profitability and sustainability that are open to businesses that adapt to the social, political and cultural forces that impact upon them.

Creative Problem Solving and Consultancy Project

This course provides students with the opportunity to explore and evaluate the practical application of business concepts through the experience of working as members of a consultancy team to investigate and recommend solutions for a real business issue. Students will work on live business problems, taking a briefing from management of client organisations, applying creative problem solving and innovation techniques, and presenting recommendations back to the client. The course provides a practical focus of the M(BA) programme in that students have to bring to bear all the skills acquired throughout the programme.

Business Project Research Methods | Business Project (Dissertation)

This course is a key element in programmes of study leading to a Masters award. Through the selection, design and execution of a small-scale business project involving research, students are expected to develop their understanding of the relationship between existing literature and practice and to extend their capacity for analysis and logical inference.

“ The M(BA) focuses on the integrative disciplines of business strategy and the management of change. ”

Information Assessment

The programme employs 'blended' learning:

Case studies to relate to the real world of business

Group work for discussion, research and presentations

Business simulations

Role play exercises and reflective practice for professional development

Formal classroom lectures and tutorials

Portfolio, outlining your learning achievements

Self-study and research facilitated online

The focus of assessment on our M(BA) is to test your understanding and ability to apply your knowledge.



More information

- EU** saxion.nl/masters
(e.g. for registration or studying at Saxion)
-  studentregistration@saxion.nl
-  +31 (0)88 - 019 3789
-  www.greenwich.ac.uk
(e.g. for information about the University of Greenwich)

Questions course content

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of Greenwich, London, UK.