Welcome to the College

Congratulations on joining Imperial College London, the only university in the UK to focus exclusively on science, medicine, engineering and business.

From Fleming’s discovery of Penicillin to Gabor’s invention of holography, Imperial has been changing the world for well over 100 years. You’re now part of this prestigious community of discovery and we hope you will take this opportunity to make your own unique contribution.

We’re committed to providing you with the very best academic resources to enrich your experience. We also provide a dedicated support network and a range of specialist support services to make sure you have access to the appropriate help, whether that’s further training in an academic skill like note taking or simply having someone to talk to.

You’ll have access to an innovative range of professional development courses within our Graduate School throughout your time here, as well as opportunities to meet students from across the College and Business School at academic and social events – see page 4 for more information.

We actively encourage you to seek out help when you need it and try to maintain a healthy work-life balance. Our choice of over 340 clubs, societies and projects is one of the largest of any UK university, making it easy to do something different with your downtime. You also have free access to gym (following a one-off orientation fee of £40 in 2017) and swimming facilities across our campuses.

As one of the best universities in the world, we are committed to inspiring the next generation of scientists, engineers, clinicians and business leaders by continuing to share the wonder of what we do through public engagement events. Postgraduate students, alongside our academics and undergraduate students, make a significant contribution to events such as our annual Imperial Festival and our term-time Imperial Fringe events – if you’re interested in getting involved then there will be opportunities for you to do so.
Welcome from Programme Director

Imperial College London is consistently ranked as one of the top 10 universities in the world and we are proud to bring strands of Imperial's DNA – innovation, problem solving and leadership – to business. I am delighted to introduce our flexible and effective Weekend MBA programme. Situated in London, one of the world’s most important financial and cultural centres, an MBA from Imperial gives graduates the leading edge in a complex and competitive business environment. Whatever your ambitions, our Weekend MBA will enable you to study at a world-class university in London without relocating, whilst continuing to excel in your job.

During the 21 month programme you will develop a strong international network of ambitious students and graduates, leading faculty and business practitioners. Outside of the classroom our Careers service will ensure that you are equipped with the tools vital to fulfil your aspirations and secure your ideal role as a business leader, whether this is within your current organisation, or in preparation for a career transition.

Paolo Taticchi
Weekend MBA Programme Director
**Programme Staff**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Location</th>
<th>Contact Information</th>
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<tr>
<td>Dr Paolo Taticchi</td>
<td>Programme Director</td>
<td>177, Level 1, Business School</td>
<td>(0)20 7594 0924 <a href="mailto:p.taticchi@imperial.ac.uk">p.taticchi@imperial.ac.uk</a></td>
</tr>
<tr>
<td>Hannah Daniels</td>
<td>Assistant Director, MBA Programmes</td>
<td>Level 1, Business School</td>
<td>(0)20 7594 5935 <a href="mailto:h.daniels@imperial.ac.uk">h.daniels@imperial.ac.uk</a></td>
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<tr>
<td>Nazila Noorkhan</td>
<td>Programme Manager</td>
<td>Level 1, Business School</td>
<td>(0)20 7594 2036 <a href="mailto:n.noorkhan@imperial.ac.uk">n.noorkhan@imperial.ac.uk</a></td>
</tr>
<tr>
<td>Louise Le Cornu</td>
<td>Programme Coordinator</td>
<td>Level 1, Business School</td>
<td>(0)20 7594 6472 <a href="mailto:l.le-cornu@imperial.ac.uk">l.le-cornu@imperial.ac.uk</a></td>
</tr>
<tr>
<td>Danie Tatton</td>
<td>Careers Consultant &amp; Coach (working days Tues, Weds &amp; Thurs)</td>
<td>Location</td>
<td>(0)20 7594 9116 <a href="mailto:d.tatton@imperial.ac.uk">d.tatton@imperial.ac.uk</a></td>
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**English language requirement**
If you are not a native English speaker you must meet the College’s English language requirements.

See the Admissions website for details:

[www.imperial.ac.uk/study/pg/apply/requirements/english](http://www.imperial.ac.uk/study/pg/apply/requirements/english)
**Attendance and absence**

You must inform your Programme Manager if you are absent from the College for more than three days during term. If the absence is due to illness you must produce a medical certificate after seven days. If you miss an examination through illness you must produce a medical certificate immediately.

The Registry will be informed of all student non-attendances as the College is obliged to report the non-attendance of students on Tier 4 visas to the Home Office.

**Key dates 2016–17 and 2017-18**

**College Term dates**

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<td>Spring</td>
<td>7 January–24 March 2017</td>
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<td>Summer</td>
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**WMBA17 Term dates**

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<td>Block 2</td>
<td>8 September 2017 – 4 February 2018 (including exams)</td>
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<td>Year 2</td>
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**Closure dates**

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<td>Early May</td>
<td>1 May 2017</td>
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<td>Spring</td>
<td>29 May 2017</td>
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<td>Summer</td>
<td>28 August 2017</td>
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<td>Christmas</td>
<td>23 December 2017–1 January 2018</td>
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**Key events**

<table>
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<tr>
<td>Imperial Festival and Alumni Festival</td>
<td>6–7 May 2017</td>
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2. Programme information

Introduction
The Weekend MBA at Imperial College is a 21 month programme starting in April 2017 and continuing through until December 2018. First year attendance is held over one long weekend a month from April to January 2018 (Friday, Saturday and Sunday morning). The second year includes varied attendance based on a choice of electives, Global Experience Week and a Final Project.

The programme leads to the award of the degree ‘Master of Business Administration’ (MBA) and to the Diploma of Imperial College (DIC). Both qualifications are awarded to successful candidates.

Aims, learning outcomes and objectives

Aims

- To provide conceptual frameworks for management thinking which draw insights from academic research into management and business practice which provides a practical overview of the problems and practices in modern management.

Learning outcomes

Students who complete the Programme successfully will:

- Have a thorough grounding in the core management disciplines.
- Be able to apply analytical techniques to decision-making processes in business and to present their analyses clearly and persuasively
- Be equipped to apply innovative thinking and leadership to the management of industry, services and enterprise on an international basis
- Have developed their personal skill set to enhance their effectiveness as leaders and as managers.

Knowledge and Understanding of

- The uses and limitations of accounting information and the legal requirements governing the preparation of financial statements
- The uses and shortcomings of published financial accounts and command a basic knowledge of the underlying accounting information system
- The models of market competition that can be applied to particular business cases
- Key issues in financial markets and corporate finance
- The fundamental risk vs return trade-off in financial markets
- The economic forces that shape the business environment
- How economic models can be used to understand and make predictions about the real world
- How managers understand the market environment, assess strategic capabilities and formulate strategies
- How marketing contributes to the firm’s survival and growth
• The ways in which organisations enact their visions of the future and how strategies are put into practice by the effective management of resources in a range of different types of organisation
• How organisational culture and structure can and should contribute to the achievement of broader strategic objectives
• The commercial potential of ‘live’ technology and industrial design projects
• The difference between a business model and a business plan
• The core knowledge base including the essential facts, concepts, principles and theories relevant to the chosen areas of elective specialisation

Intellectual Skills
• Integrate, analyse and evaluate new and/or abstract data and situations without guidance, using a wide range of appropriate techniques and transform such data and concepts into novel solutions
• Analyse a particular industry or aspect of the economy
• Use a conceptual framework to analyse organisations and manage people
• Use an internally consistent conceptual framework for thinking about the interaction between firms and markets
• Use the principles and tools of micro-economics to analyse real business situations at the firm and industry level.

Practical Skills
• Give professional presentations
• Seek, interpret, present and use data effectively in decision-making
• Produce creative and realistic solutions to complex problems
• Use computer-based spreadsheets as an important tool for management decision-making and planning
• Read, interpret and analyse financial statements and evaluate the well-being and potential of a company using ratio and SWOT analysis
• Develop and present a proposal to a real business problem
• Evaluate the commercial feasibility of new business ideas
• Use Information Technology effectively

Programme Structure

(a) Examined Elements
First year attendance is held over one long weekend a month from April 2017 to January 2018 (Friday & Saturday 09.00-19.00, and Sunday morning 09.00-13.15). The programme is very intensive and has three mandatory elements:

1) Core Modules & Personal Leadership Journey
2) Electives
3) Final Project & Global Experience Week
These three elements will be complemented by a range of activities that are listed below. These activities take place throughout the year.

(b) Professional Skills

An important theme on the Imperial MBA is not just about knowing but actually doing. Many MBA programmes in the world are criticised by recruiters for not giving sufficient attention to practical business skills. At Imperial College Business School, you have the opportunity to develop a wide range of professional skills through our unique “Personal Leadership Journey” module. This compulsory module will aid your personal and professional development to enhance your skillset in a competitive marketplace. Importantly, this module adopts a variety of learning approaches and requires your involvement and engagement in both curricular and extra-curricular activities.

In order to rationalise the approach to developing these skills we have created a matrix outlining the different categories and the methods in which you will learn them. An additional table summarising the personal skills you will develop on individual modules can be found below.

We split professional skills into three main categories. This provides you with the chance to identify the structure of skills learning and how useful they can be in the workplace.

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<th>Category</th>
<th>Description</th>
<th>Example</th>
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<tr>
<td>Personal Development</td>
<td>Personal effectiveness on an operational level. This includes the dynamics of working individually or as a member of a group.</td>
<td>Working in teams or time management</td>
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<tr>
<td>Communication</td>
<td>Verbal, non-verbal and written skills.</td>
<td>CV writing or presentation skills</td>
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<tr>
<td>Technical &amp; Analytical</td>
<td>Essential workplace tools and techniques beyond curriculum teaching.</td>
<td>Quantitative Methods</td>
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<td>Professional Skills Type</td>
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<td>Core</td>
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<td>--------------------------</td>
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<tr>
<td>Personal Development (PD)</td>
<td>We place an important emphasis on this in the first week. You will spend time developing an understanding of your approach to studying as an individual, syndicate and cohort member.</td>
<td>The core modules are an intense opener to many personal development skills. You will realise fast that you need to fine tune your personal management skills whilst working effectively in groups.</td>
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<tr>
<td>Communication</td>
<td>Throughout the core modules you will be required to complete presentations, write up reports, debate effectively and negotiate your way around various priorities.</td>
<td>One of the outcomes is communication. You will learn a variety of skills based around the presentation and delivery of results, pitching for business as well as selling your ideas. Very practical.</td>
</tr>
</tbody>
</table>

Communication

Throughout the core modules you will be required to complete presentations, write up reports, debate effectively and negotiate your way around various priorities. One of the outcomes is communication. You will learn a variety of skills based around the presentation and delivery of results, pitching for business as well as selling your ideas. Very practical. Electives on the MBA will help develop communication skills. It will include elements such as persuasion and presentation in the classroom to syndicate negotiation and delegation. During the Final Project you will spend time writing surveys, presenting to clients and negotiating business problems in an extremely professional manner.
Beyond subject matter, there will be many technical and analytical skills to develop. It will involve learning skills i.e. analysing case studies and IT skills as well as the effective use of spreadsheets.

This provides you with the chance to learn and practise rigorous research techniques and formulaic approaches to analysing data using a variety of IT resources.

The MBA Electives will provide students with a number of technical skills related to the subject matter of the module. These can range from specific IT skills to mathematic formulae.

The Final Project will require the use of more technical and analytical skills. Data collection and analysis will require many IT and numerical skills.

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### Personal Skills Development for Individual Modules

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<th>Spreadsheets</th>
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(c) Careers Activities

The Career and Professional Development Service is an integral part of your experience at Imperial College Business School. We are a dedicated service, working solely with students on the Business School programmes and the Service is here to help you move through the five stages of career management in a proactive and positive way:

- Explore: find out your skills, strengths and motivations
- Discover: research roles and sectors
- Opportunities: explore the advertised and hidden job market to find roles that suit your skills and interests
- Marketing yourself: how to write a successful CV, get interview practice and presentation skills
- Negotiate offers: select between opportunities and negotiate the best results.

The team’s aim is to help you take the initiative in your career planning from the first day of your programme right through to accepting your job offer.

The Career and Professional Development Service is situated on the second floor of the College Central Library. We work Monday - Friday 09:00-17:00. For appointments, please contact the Career Coordinators at: icbs.careers@imperial.ac.uk.

If you book on to a workshop which is led by an external trainer and are unable to attend, you must ensure that you give 3 working days’ notice to the Career Coordinator by emailing icbs.careers@imperial.ac.uk.

(d) Student activities and events

Throughout the year there a variety of events held for students, hosted by the Business School itself, the Staff-Student Committee, or by a variety of high-profile outside bodies. These events range from a formal summer ball to monthly socials. Student-led clubs and other industry interest groups provide additional opportunities for students to develop skills and networks in their areas of interest.

(e) Speakers Series

Opinion leaders who are prominent in their commercial or academic field are invited to speak at Imperial College Business School throughout the year. At each event there is a forum for asking questions and the opportunity for networking within and beyond the Business School community.

(f) Languages

The College’s Centre for Languages, Culture and Communication provides the opportunity for students to learn a foreign language. Classes are available in French, German, Italian, Spanish, Russian, Japanese and Mandarin Chinese

Please visit http://www3.imperial.ac.uk/humanities/eveningclasses for more information.
Teaching methods

No single method is used exclusively throughout the programme. A pragmatic blend of case studies, discussion, problem exercises, projects, simulations, online learning and lectures are used. The Weekend MBA programme takes a leading approach to learning by integrating the latest research on pedagogical best practice.

Detailed structure of programme elements;

1. Core Modules
These provide a foundation of general management principles and their applications. Below is a list of the core modules:

<table>
<thead>
<tr>
<th>Core module</th>
<th>Module code</th>
<th>Term taught</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Block 1</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision Analytics</td>
<td>BS1628</td>
<td>Summer 17</td>
</tr>
<tr>
<td>Financial and Management Accounting</td>
<td>BS1603</td>
<td>Summer 17</td>
</tr>
<tr>
<td>Managerial Economics</td>
<td>BS1601</td>
<td>Summer 17</td>
</tr>
<tr>
<td>Innovation and Entrepreneurship</td>
<td>BS1626</td>
<td>Summer 17</td>
</tr>
<tr>
<td>Organisational Behaviour</td>
<td>BS1606</td>
<td>Summer 17</td>
</tr>
<tr>
<td><strong>Block 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Finance</td>
<td>BS1602</td>
<td>Autumn 17</td>
</tr>
<tr>
<td>Global Macroeconomics</td>
<td>BS1609</td>
<td>Autumn 17</td>
</tr>
<tr>
<td>Marketing Management</td>
<td>BS1605</td>
<td>Autumn 17</td>
</tr>
<tr>
<td>Strategy</td>
<td>BS1608</td>
<td>Autumn 17</td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Global Experience Week</td>
<td>BS1623</td>
<td>Autumn 18</td>
</tr>
</tbody>
</table>

Students also complete the following non-core modules:

<table>
<thead>
<tr>
<th>Non-core module</th>
<th>Module code</th>
<th>Term taught</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Entrepreneurial Journey (optional elective)</td>
<td>BS1624</td>
<td>Autumn 17</td>
</tr>
<tr>
<td>Final Project</td>
<td>BS1629</td>
<td>Year 2</td>
</tr>
</tbody>
</table>
In addition to the above modules, the Personal Leadership Journey module (BS1625) runs throughout the academic year.

2. Electives, Final Project & Global Experience Week

There is a total of 24 contact hours for each elective and they are taught in the Spring and Summer term. You will have a choice of around 20 electives. You are required to take a total of six electives to fulfil the academic requirements of the programme.

The electives allow you to build your own special interest portfolio. If you wish, you can specialise by selecting all or most of your electives from a particular area such as finance or marketing, or you can select your electives from a range of different fields in order to fill a number of knowledge gaps. The MBA suite offers electives both on campus and online. You will also have access to a limited number of electives from the finance suite, and there will also be an opportunity to apply to take some electives at a partner institution.

You will receive further information about the process of choosing your electives, and details of each module offered, in the Autumn term.

Not all combinations of electives are possible and a minimum number of students are required to run an elective.

The list below gives an indication of the electives that have been offered in previous years:

- Advanced Corporate Finance
- Behavioural Finance
- Brand Management
- Breakout Strategy
- Clean Technology Investment
- Climate Change, Business and Finance
- Consumer Behaviour
- Design Management
- Family Business
- Leadership
- Managing Negotiations
- International Business
- Management Challenges in Healthcare
- Managing and Valuing Intellectual Property
- Mergers & Acquisitions
- Operations Management
- Private Equity
- Pricing Strategy
- Venture Capital Finance

The Final Project is the culmination of the MBA programme, integrating and synthesising your learning on the programme together with insights based on your expertise and experience from your work experience to produce a high quality report. You work individually to analyse a particular industry, management problem or aspect of the economy
and usually work in close cooperation with a company (typically your employer). Projects are similar to a consultancy assignment for a company but are expected to make effective use of management principles, models, concepts and techniques. The project takes on the form of a formal report of up to 5,000 words.

**The Global Experience Week** allows you to spend a week within an emerging economy where you will gain both cultural immersion and appreciation of business practices in the country and wider region. The week is an intensive mix of both company visits and cultural activities and provides a further opportunity to apply what you’ve learnt during the MBA in an international context.

### 3. The Entrepreneurial Journey

All students are given the choice of embarking upon the Entrepreneurial Journey. The Entrepreneurial Journey provides first-hand experience into the challenges of introducing novel products and services to market. Working in self-selected teams, the project will require you to carry out a detailed feasibility study on a new business idea and essentially transform the idea from a simple concept into a fully developed business case over a period of three months. Through the project, you are supported by workshops from both academic and practitioner entrepreneurship coaches.

**Business Plan Competition**

Following the completion of your Entrepreneurship projects, five student teams across the three MBA cohorts who are judged to have the highest-potential business cases and who intend continue the project to start a business, are invited to continue their entrepreneurial journey by entering the Business Plan Competition.

Teams submit and present their business plans to a judging panel of professional investors.

Based on the Enterprise Hub's 10 years' experience coordinating student business plan competitions and Imperial College's record of technological innovation, past students have been successful in competitions in the UK, US, Europe and Asia, while a number have subsequently launched their own businesses.

First prize: £10,000 in cash towards seed capital for the start-up.

**Syndicate teams**

The MBA experience goes beyond the confines of the lecture theatre: it has to do with how new information is processed and shared within an environment where teams of people must work together to make timely and effective decisions. Developing and sharing your teamwork skills is managed mainly through the syndicate team system. Syndicates are responsible for joint work (including assessed work) in the form, for example, of case study preparation and reports, essays, problems and class presentations.

Syndicates are structured to provide maximum opportunities to develop team working skills and to network with as wide a range of programme participants as possible. Working in diverse teams to meet tough deadlines is a challenging process and demands maximum effort on all sides to ensure that the team works harmoniously, efficiently and in mutual support. You should be aware that you have a collective responsibility for the integrity of group work submitted for assessment. This means that if part of the work is plagiarised, all team members will be held accountable unless proof can be provided by each member of
their contribution. You should, therefore, retain an audit trail of your contribution for this purpose.

You will be allocated to a syndicate team in the first week of the Programme. Syndicate membership is determined by the Programme Director.

**Peer assessment**

Group work is an integral part of the teaching, learning and assessment strategy for the MBA. You will be assigned to one team for all assessed work associated with the core modules on the programme. Syndicate teams are responsible for joint work (including assessed work) in the form, for example, of case study preparation and reports, essays, problems, and class presentations. Our emphasis on group work reflects the reality of working in business today where you often have to work in groups or teams on a project or to collaborate in respect of decision-making. Developing your team work skills is considered an essential element for success on the MBA programme and the immersion week is where we begin working with you to develop your team working skills.

Working in teams, particularly diverse teams, to meet tough deadlines is a challenging process and demands maximum effort from all participants to ensure that the group works harmoniously, efficiently and in a mutually supportive environment.

Above all, where issues arise between group members, you are expected to adopt a professional approach and work as a group to try to resolve them. The key to successful group work is to consider each other’s strengths and weaknesses and to play to the strengths of each group member in relation to the group task concerned. Group members will differ in relation to their prior subject knowledge and work experience, and it is critical that the group process recognises these differences whilst also maximising the learning experience for all members. You are expected to take turns to facilitate group projects across modules to maximise your individual learning experience.
3. Assessment

Your performance is assessed with respect to the three mandatory elements of the programme.

1. Core Modules: these are assessed by both formal examinations and coursework.
2. Electives & Global Experience Week: these are assessed by coursework only.
3. Final Project: this is assessed by coursework only.

Assessment components

This section provides details of how assessment is conducted for each component of the programme.

Pass

Core Modules (50% weighting): All core modules are equally weighted, plus Personal Leadership Journey which is zero weighted).

An average of 50% or above in the combined mark with respect to the sum of examinations (where applicable) and coursework marks.

- At least 40% in each of the examinations
- At least 50% in coursework-only modules
- A pass mark for the Personal Leadership Journey

Electives & Global Experience Week (45% weighting)

An average of 50% or above in the combined mark

- At least 50% in each elective
- At least 50% in the Global Experience Week

Final Project (5% weighting)

- At least 50% in the Final Project

Merit

- An average of 60% or above in each of the three components as listed above (Core Subjects, Electives and Project).

Distinction

- An average of 70% or above in each of the three components as listed above (Core Subjects, Electives and Project).
All postgraduate work is marked to the following Scheme:

<table>
<thead>
<tr>
<th>Marks</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>85+</td>
<td>Marks represent an exceptional distinction performance</td>
</tr>
<tr>
<td>70 – 84%</td>
<td>Marks represent a distinction performance</td>
</tr>
<tr>
<td>60 – 69%</td>
<td>Marks represent a pass performance demonstrating a clear grasp of the relevant concepts and facts</td>
</tr>
<tr>
<td>50 – 59%</td>
<td>Marks represent a pass performance demonstrating an adequate grasp of most of the relevant concepts and facts</td>
</tr>
<tr>
<td>40 – 49%</td>
<td>Marks represent a fail performance</td>
</tr>
<tr>
<td>30 – 39%</td>
<td>Marks represent a fail performance (with significant shortcomings)</td>
</tr>
<tr>
<td>0 – 29%</td>
<td>Marks represent a fail performance (with major shortcomings)</td>
</tr>
</tbody>
</table>

In addition, the following guidance is provided to staff in relation to projects:

- **70% +** A mark of this level corresponds to a distinction
  
  The Report indicates *exceptional* success in tackling the Project. All the Project’s objectives have been met as fully as could reasonably be expected. The student has shown initiative and been rigorous in the collection and use of data. Where appropriate, relevant literature has been critically evaluated. The standard of the Report presentation is very high.

  A mark of this level should be reserved for Reports of *exceptional* merit which has something extra and which surprises. The supervisor will be required to justify why a distinction has been awarded in the section provided.

- **60 - 69%** The student has tackled the problem conscientiously and logically and has produced sound conclusions. Presentation is of good standard.

- **50 - 59%** The student’s work has been no more than moderate overall or would have deserved a higher grade but for areas of significant weakness.

- **< 50%** The student’s work has failed to reach a satisfactory standard. **A mark below 50% should be used to indicate a “fail” in the Project.**

**Personal Leadership Journey Completion of 80% of the core elements of the PLJ comprising:**

- Foundations for Careers Success online module and exploring your options workshop
- Self-development questionnaire and feedback session
- Career Welcome Meeting
- Personal Development workshops (minimum 3 to count as an element)
- Interview a Leader (one leader interview submission to count as an element)
Plus one optional element:

Coaching programme

Careers consultancy (minimum 2 sessions)

Online Career Pathway (choose from career acceleration, career change or entrepreneurship)
Plagiarism
Plagiarism is the presentation of another person’s words, ideas, judgement or data as though they were your own. For example:

- not referencing the source of your ideas or arguments when they are derived from your reading,
- taking verbatim the words of someone else’s work and putting it into your work without quotation marks and referencing,
- taking whole sections out of books, articles, lecture notes, other reports or students’ work, and including them in your report uncited.

When submitting your assessed coursework, via the Hub or in hardcopy, you will be required to confirm that you have read and understood the definition of plagiarism. Submitting the assignment will certify that the work presented is entirely your own, except where indicated. This includes your final project or essay as well as all other assessed work.

In relation to group work, you should be aware that you have a collective responsibility for the integrity of the piece of group work submitted for assessment. This means that if part of the work is plagiarised, all group members will be held accountable unless proof can be provided by each member of their contribution. You should, therefore, retain an audit trail of your contribution for this purpose.

The College has an online plagiarism module which has been designed to teach you everything you need to know about how to reference correctly and therefore avoid plagiarism. This is a compulsory module and we ask you to take this in the first term so that you reference correctly in your very first set of assignments. This online module contains such important information in helping you to avoid plagiarism that students who have not completed the module by the end of the first term will have their exam results for all modules withheld until the plagiarism module is successfully completed. There are a number of different penalties for plagiarism, dependent on the severity of the case and the weighting of the piece of work. Full information on plagiarism and cheating can be found in the Academic Regulations and Policies document on The Hub.

We strongly advise that you attend the Library referencing sessions and read the Harvard Referencing Guide, which can be found at http://www.imperial.ac.uk/admin-services/library/learning-support/reference-management/harvard-style/ Additional support and guidance is available from the Business Library Team (libbpd@imperial.ac.uk)

For further information, please refer to the Cheating Offences Policy and Procedures section on page 20 of this handbook.
4. Board of examiners

The following describes the examination process for the examined core modules.

Past examination papers or specimen questions are provided to guide students on content only. The format is subject to change and the Module Leader will provide full information during the module.

The Board of Examiners is made up of all members of the School's academic staff who teach on the programme (called 'internal examiners') plus a number of external examiners drawn from other universities. A representative of the College Registry also attends most of the Board's meetings. The external examiners are permitted to serve for no more than four consecutive years. Each external 'shadows' subjects in their area of expertise.

**Board of Examiners**

The Board Chairman (to use College terminology) is the Programme Director.

The process is as follows:

- The internal examiners prepare a proposed exam paper for subject X. This is checked for errors and clarity by a further internal examiner.

- The proposed paper is sent to the designated external who further checks for clarity but also ensures that the paper is appropriate in terms of standard, coverage of the syllabus, consistency with previous papers and generally acts as a 'watchdog' for quality and fairness to candidates. Any perceived problems or issues are discussed with the internal examiners and, if necessary, with the Chairman, and agreement reached.

- Following the examination itself, the papers (which are identified by candidate number only and not your name) are each marked separately by an internal examiner and then sample checked by another internal examiner. In the event of a disagreement in the marks, there may then be discussion between the internals, then if necessary reference to a third internal and then if necessary, adjudication by an external examiner.

- The proposed marks for all candidates together with a sample of scripts are sent to the designated external. The sample will normally include all scripts with a mark of under 50%, and 10% of all remaining passing scripts, including a merit/ distinction borderline. The purpose of the sample is three fold:
  - first to allow the external to ensure that the overall standard of performance is accurately reflected in the marks awarded;
  - second to give a third (and usually conclusive) judgement in marginal cases;
  - third to ensure that proper procedures have been followed in the examining process.

A sample of coursework is also sent to the externals for each subject.

- When all marks are available, an Internal Board of Examiners is held sometime in February. This meeting is concerned only with reviewing candidates' performance in the core modules.
In considering the achieved marks, the Board will normally apply the pass-fail guidelines which are explained on page 15 above.

For reasons of consistency from year-to-year, the Board normally applies these guidelines with the respect to the marks themselves quite rigidly. However, where a candidate has suffered from illness or other circumstances that the Board believes will have had a significantly adverse effect on the candidate's performance, the Board may allow to pass a candidate whose marks would otherwise cause him/her to fail. It is fair to add, however, that the Board has used its discretion in this way only in cases of truly marginal failure.

If candidates have experienced serious illness or other major problems which they consider to have affected their academic performance they should complete a mitigating circumstances form. Further information on mitigating circumstances and reasonable examination adjustments can be found below and in the ‘Academic Regulations and Policies’ document on the Hub.

Candidates who are judged to have failed at this stage are allowed to complete the remainder of the MBA module and are by College regulations only allowed ONE further entry to the examinations.

The Board has a standing set of requirements in relation to re-sits. They are:

- where the failure arises only from an examination mark below 40% but the candidate passes on all other criteria, re-entry is required only in the paper in which less than 40% is achieved. To pass, the candidate must achieve a mark of at least 40% on re-entry.

- where failure is a result of achieving less than 50% in the aggregate of the examination and individual module work mark. A candidate is able to re-sit any examination in which they achieved less than 50% in order to increase their average above 50%

Further details on assessment can be found in the ‘Academic Regulations and Policies’ document on the Hub.

For external examiners

- Professor George Kapetanios, King’s College London
- Professor Vicky Kiosse, University of Exeter
- Dr Peter Hamilton, Durham University Business School
- Professor Claire Leitch, Lancaster University
- Professor Phil Megicks, Plymouth University
- Dr Howard Viney, London Business School
- Professor Dimitrios Gounopoulos, Newcastle University
The details provided above are for information only. Please note that it is not appropriate for students to contact the externals directly regarding their studies. Any issues that you have in relation to your assessment should be raised internally with your Programme Team in the first instance or with the College Registry if necessary. Issues can only be raised with College Registry once the External Examiners’ meeting has taken place and results have been released by Registry.

Other programme elements

For the Electives samples of coursework are sent to the corresponding external examiner to allow him/her to judge standards required and achieved. Any candidate close to the pass/fail or merit/distinction boundary is given particular attention.

Project reports are marked separately by two internal examiners. These are normally the supervisor and one other.

A sample of reports is then sent to the external examiners. This sample would include those that are marginal at one of the boundaries, a selection across the range and those that are nominated for the award of a prize and failures.

The final stage in the process is the main Examiners’ Meeting in February. This meeting considers performance in the electives and in the project and performance overall for the purposes of awarding distinctions, merits and prizes.

Candidates failing in the electives are normally required to submit additional work. Those failing in the project are required to re-submit their report with improvements made under the guidance of the supervisor.

Where the failure in the project arises from unsatisfactory content, re-submission must be made before the project deadline of the subsequent year.

Where the Report's content is satisfactory but any aspect of its presentation is unsatisfactory, the candidate may re-submit with required amendments within one-month of notification by the Board. In this case and where the amended Report is then satisfactory, the candidate will graduate without further delay.

Finally, marks are submitted to the College Registry and the Registry then posts transcripts, via student e-service, to all candidates showing marks awarded.

REASONABLE ADJUSTMENTS FOR EXAMINATIONS

If you have any special needs, for example, dyslexia, and wish to make an application for reasonable examination adjustments you should contact the Head of Exams Assessment, Anique Varleigh as soon as practicable after you have started the MBA programme. This should be done no later than six weeks before your first assessment. Anique can be contacted on extension 49689 or e-mail on a.varleigh@imperial.ac.uk. Details of how to apply for reasonable adjustments can also be found in the ‘Academic Regulations and Policies’ document on the Hub
MITIGATING CIRCUMSTANCES

If you experience serious illness or other major problems that you feel affect your academic performance, you should provide the Programme Director with details of the problems experienced in writing along with relevant documentary evidence. This would normally be before any examination that might be affected. Mitigating circumstances are then considered at the Examiners’ Meeting. Details regarding mitigating circumstances can be found in the ‘Academic Regulations and Policies’ document on the Hub.

Attendance at examinations is compulsory. Any student who fails to present him/herself for examination will be deemed to have failed the entire year and will be required to re-present themselves for all elements of the Programme in the following session. Deferral of examinations can only be agreed on medical grounds and applications must be made to the Exams & Assessment Manager for the Programme, Joanne Chaffin, prior to the date of your first examination. Joanne can be contacted on extension 49148 or e-mail j.chaffin@imperial.ac.uk.

Prizes
The prizes for the 2017/18 academic year are currently being reviewed and further details will be communicated later in the year.
5. Block 1 Core Module Outlines

BS1628: Decision Analytics

MODULE LECTURERS
Paolo Carbone

MODULE AIMS
This module introduces students to the art of modelling, analysis and interpretation of data and optimization using Excel. Emphasis is on practical applications and intuition and understanding. The module will also serve as an introduction to a number of business models and problems that will be covered in later modules in depth.

This module’s main goals are:

- Modelling of business problems, data, markets and customers
- Data and decision problems
- Optimisation of the models and interpreting the results
- Backing up your hunches and hypothesis using statistics
- Introduce basic statistical analysis in business settings, data and conclusions

MODULE OBJECTIVES

Knowledge Objectives

- Data handling
- Optimisation
- Statistical analysis

Skill Objectives

- Using Excel to solve models
- Modelling probability distributions and uncertainty
- Excel Analysis Toolpack and Solver for optimisation

LEARNING OUTCOMES

Students learn

- modelling of business situations
- optimisation models
- explanatory models of data
- how to analyse and summarise and investigate data using statistics concepts

STRUCTURE

10 sessions across 5 days.
PREREQUISITES
The class will use Excel. You are required to bring your laptops to all sessions.

ASSESSMENT
Course work: 30%
Final Exam: 70%

RECOMMENDED READING
The module material, including articles and cases, will be available online through the Hub.
Required reading for each class will be posted online.
The following are Required Textbooks (available on amazon.co.uk):
1) Statistics for Managers Using MS Excel (7th (Global) edition, Paperback – 7 Mar 2013) by David M. Levine, David F Stephan, Kathryn A. Szabat
2) Data, Models and Decisions: Fundamentals of Management Science by Dimitris Bertsimas and Robert Freund
MODULE LECTURERS

Name: Jeremy Fernando (Module Leader)
E-mail: j.fernando@imperial.ac.uk

MODULE AIMS

The module aims to develop participant’s leadership potential by adopting the language of accounting and mastering financial analysis in day-to-day and strategic decision making.

MODULE OBJECTIVES

Knowledge Objectives

During the module, participants should develop the ability to:

- appreciate the range of strategic information available in a company’s annual report
- understand the financial information presented in a company’s annual report
- appreciate the contribution of different forms of cost analysis to the analysis of short-run and long-run management decisions
- evaluate the strengths and weaknesses of management accounting information and systems in supporting management control of organisational effectiveness, responsibility and sustainability

Skill Objectives

Participants should develop the ability to:

- establish the financial position, performance and potential of an organisation in its environment through the preparation of financial statements
- evaluate the financial position, performance and potential of an organisation in its environment using financial, ratio and strategic analyses to support strategic decisions
- identify and apply relevant management accounting techniques in addressing both short and long run analyses of management decisions

LEARNING OUTCOMES

By the end of this module participants will have developed:

- critical skills in relation to the use of information for the purpose of organisational performance evaluation
- the ability to lead managerial decision processes contributing with accounting based information

STRUCTURE

Methods used will include lectures, case studies and online materials.

It is essential for your own learning that you come to class well prepared in terms of having done the reading for previous sessions and seriously attempted to prepare calculative answers to cases and exercises that have been set.
Whilst not formally assessed, all of these exercises are specifically designed to help you structure your learning process and to consider how you will be able to demonstrate the knowledge you have acquired in the various elements of formal assessment. You should consider all of these as essential preparation required to pass the examination.

**ASSESSMENT**

Formal assessment:

Component 1 – Individual – Weighting 60%

Examination: A two hour unseen examination consisting of questions on Financial Accounting and Management Accounting

Component 2 – Individual – Weighting 5%

There will be multiple-choice questions on the Hub.

Component 3 – Group – Weighting 35%

One syndicate group based assignment drawing on the Management Accounting techniques covered on the module

**MATERIALS**

The following textbook is an essential purchase and should be used to help ensure that you understand the material covered in class.

MODULE LECTURERS
Name: David Shepherd & Richard Green
E-mail: david.shepherd@imperial.ac.uk, r.green@imperial.ac.uk

MODULE AIMS & OBJECTIVES
The aim of this module is to provide the analytical framework and tools of analysis needed to explain how market conditions are determined and how market conditions influence business behaviour. The overall objective is to develop an understanding of economic principles and the ability to apply economic analysis to problems related to business strategy and managerial decision-making. The module focusses on microeconomic behaviour and is particularly concerned with: the nature of demand and supply interactions in markets, the behaviour of firms and consumers, strategic pricing issues, and the sources and consequences of market failure.

LEARNING OUTCOMES
• By the end of the module, participants should have acquired the following:
• Critical awareness of the economic constraints affecting business decision-making
• Ability to assess the nature of markets, and demand and supply interactions
• Appreciation of the nature of market competition and how revenue and cost conditions are used to make production decisions
• Ability to analyse the determinants of market structure and how competition influences business pricing decisions
• Critical awareness of market interdependence and the nature of strategic pricing decisions
• An understanding of externalities, the nature of market failure, and an awareness of the opportunities and limitations of government policy initiatives

STRUCTURE
The module consists of 10 two-hour teaching sessions. The sessions are organised in the traditional lecture style, but in-class discussion via questions and answers is strongly encouraged. Powerpoint slides will be available for each session.

The following topics are covered in the teaching sessions:
1. The Economic Framework: concepts and methods
2. Understanding Markets
3. Consumer Behaviour: preferences, choices and constraints
4. Production Conditions and Production Costs
5. Business Objectives and Decisions: revenues, costs and profits
6. Market Structures: monopoly and competition
7. Oligopolistic Markets: competition among the few
8. Strategic Behaviour: production and pricing strategies
9. Factor Input Markets: capital, labour and employment
10. Market Failure and Government Intervention

ASSESSMENT

The module is assessed by a two-hour closed book, written examination (which accounts for 70% of the final mark) and a coursework component (which accounts for the remaining 30% of the final mark). The coursework component comprises a series of online multiple choice tests.

RECOMMENDED READING

The lecture topics are covered in a range of textbooks and the choice of which one to use is largely a matter of taste. The main textbooks recommended for this module are:

- Robert L. Sexton, The Exploration of Economics, Thomson South Western, 7th edition, 2015 (available as an ebook via Imperial College library access)

Useful alternative texts are:
MODULE LEADER
Name: Bart Clarysse
Email: b.clarysse@imperial.ac.uk

MODULE AIMS
Innovation & Entrepreneurship offers you a unique opportunity to build your knowledge, skills and experience in this important topic which involves innovation and corporate entrepreneurship as core elements. The module introduces you to the themes which are relevant if you want to clearly develop innovation as a corporate activity. It introduces you into entrepreneurial thinking styles that are important to develop radical forms of innovation in your company.

MODULE OBJECTIVES

Knowledge Objectives
During the module, participants should understand:

- The evolution of industry cycles and their impact on the opportunity space
- The different forms of innovation
- The functioning of a corporate venturing unit
- The process of preparing a business case
- Market research and industry analysis
- The difference between entrepreneurial thinking and doing

Skill Objectives
During the module, participants should develop:

- Skills to evaluate the financial value of business cases in ambiguous environments
- Skills to generate new ideas and select appropriate opportunities
- Skills to communicate ideas in a concise way

LEARNING OUTCOMES
By the end of the module, you will be able to:

- Adopt a structured approach to market research and industry analysis
- Evaluate the commercial potential of an idea
- Exploit the power of design and Innovation Technologies to transform ideas into a new product or service
- Prepare a start-up
- Think strategically when faced with the challenges of introducing new products or services to market and develop the value networks necessary for commercialisation
STRUCTURE

Innovation & Entrepreneurship consists of case based teaching, different exercises in small groups, interactive media and other techniques.

ASSESSMENT

<table>
<thead>
<tr>
<th>Assessment / Deliverable</th>
<th>Individual or group:</th>
<th>(Due) date:</th>
<th>% of final grade:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation and Preparation</td>
<td>Individual</td>
<td></td>
<td>10 %</td>
</tr>
<tr>
<td>Opportunity Identification and Evaluation Exercise</td>
<td>individual</td>
<td></td>
<td>40 %</td>
</tr>
<tr>
<td>Pitching a Business Case</td>
<td>Group (2 persons)</td>
<td></td>
<td>50 %</td>
</tr>
</tbody>
</table>

RECOMMENDED READING

The module material, including articles and cases, will be available online to you through the Hub or provided in class. In addition, you are advised to purchase:

1. Clarysse, B., Kiefer, S. The Smart Entrepreneur. Elliott & Thompson, 2011
MODULE LECTURERS
Name: Jonathan Pinto
Email: j.pinto@imperial.ac.uk
Office: 292 (Business School, Tanaka Building)

MODULE AIMS
This module will include key organisational behaviour topics at all three levels of analysis, i.e. individual, group, and organisation. It is designed to facilitate your development into a more effective organisational member and leader.

MODULE OBJECTIVES
Topics
- Organisations as Complex Systems
- Organisational Culture
- Organisation Structure
- Leading and Managing Teams
- Team Decision Making
- Motivation
- Social Networks
- Change Management
- Leadership

Skill objectives
- Diagnostic and analytical skills
- Communication skills
- Team working skills
- Applying knowledge in a case study context

LEARNING OUTCOMES
Students who successfully complete the module will be able to:
- Apply a variety of perspectives to the analysis and understanding of organisational situations and issues
- Appreciate the importance of organisational behaviour aspects with regard to overall firm performance, strategy execution and competitive advantage

STRUCTURE
Will be highly interactive and participative, using a variety of pedagogical devices including case analysis, in-class role play exercises and simulations, and video analyses. Students
are expected to do the readings and answer the case study questions prior to the session for which they have been assigned

ASSESSMENT
30% Group Coursework
70% Individual Case Study Exam (closed book done under examination conditions)

RECOMMENDED READING
There is no key text. Key readings are provided in the module booklet. Additional optional readings will be available on The Hub.
6. Block 2 Core Module Outlines

These outlines are to be confirmed for 2017/18, the information below is based on last’s year module outlines.

**BS1602: Corporate Finance**

**MODULE LECTURERS**
Name: James Sefton  
Email: j.sefton@imperial.ac.uk

**MODULE OUTLINE**
Lecture 1: Introduction to Finance (not examinable) - Introduction to Finance and Financial Markets  
Lecture 2: Bond Markets - Pricing bonds, Government & corporate bond markets  
Lecture 3: Equity Markets - Pricing Equity, Issuing equity, Equity markets  
Lecture 4: Valuation of the firm - Free Cash Flows, Enterprise Value & Continuing Value  
Lecture 5: History of Equity Markets - History of equity markets, Risk- Return trade-off  
Lecture 6: Portfolio Allocation - Portfolio Diversification and the CAPM  
Lecture 7: The Cost of Capital - Estimating the cost of equity and debt and the weighted average cost of capital (WACC)  
Lecture 8: Capital Structure Question - Is there an optimal debt-equity mix?  
Lecture 9: Futures - Introduction to Futures  
Lecture 10: Options & Introduction to Options

**MODULE AIMS**
Financial Markets  
Give an overview of the two key financial instruments: Stocks and Bonds  
Introduce the key derivatives markets: Futures and Options  
Portfolio Analysis and the risk return trade-off  
Introduce the concepts of risk and return in financial markets and how diversification influences risk and return  
Show how return is related to risk through the Capital Asset Pricing Model  
Corporate Finance  
Extend understanding on company valuation and investment appraisal
Introduce the concept of the cost of capital and how it can be calculated.

Show how companies are financed and how to decide between different types of finance.

Real World Finance

Most lectures will include a discussion/case study to illustrate how the lecture material is relevant to current financial trends and issues

TEXTBOOKS


Global edition but still has a US focus


Supplementary text with a UK Focus and greater detail on institutions and markets

Background Readings

The Money Machine

Phillip Coggan


Richard Roberts

For Interest Only

Capital Ideas Evolving

Peter Bernstein

When Genius Failed: The Rise and Fall of Long Term Capital Management

Roger Lowenstein

Liar's Poker

Michael Lewis

MODULE ASSESSMENT

Written exam 70%

Coursework 30%

1. Quizzes prior to lectures worth 5% of total marks in total. Quizzes must be completed before the relevant lecture.

2. A syndicate group assessment exercise, details on the HUB, worth 25% of final marks. To be handed in by the end of term – dates to be provided by the programme team

3. A closed book exam worth 70% of Marks. (The marks will be shared equally between 20 multiple-choice questions and 2 long answer questions)
BS1609: Global Macroeconomics

MODULE LECTURERS
Name: David Shepherd & Angus Armstrong
Email: david.shepherd@imperial.ac.uk, a.armstrong@niesr.ac.uk

MODULE AIMS
The performance of any business is heavily influenced by the macroeconomic environment in which it operates and a proper understanding of business behaviour requires an appreciation of the forces that shape this operating environment, including both domestic and international factors and government policy initiatives. The aim of this module is to provide a basic understanding of the forces that determine the level of macroeconomic activity and why the macroeconomic environment of business changes over time. The objective is to develop a framework of analysis and a set of models that can be used to identify the major forces driving macroeconomic performance. By the end of the module you should be able to explain the behaviour of the key macroeconomic variables, particularly output, employment and the price level. You should have an appreciation of different views about the behaviour of the economy and be able to assess the impact of government policy on macroeconomic performance. You should also be aware of the global dimensions of many macroeconomic problems.

LEARNING OUTCOMES
By the end of the module, students should have acquired the following:

- An awareness of the macroeconomic constraints affecting business decision-making
- An understanding of the nature of macroeconomic forces and how they determine the level of macroeconomic activity
- An appreciation of the international factors affecting domestic economic conditions
- An ability to use economic reasoning to understanding contemporary macroeconomic issues affecting business
- An appreciation of the part that government plays in influencing the economic environment and an awareness of the opportunities and limitations of government policy initiatives
- An understanding of the key issues at the heart of the recent financial, debt and economic crisis and what may lie ahead

MODULE STRUCTURE AND CONTENT
The module is structured around 10 two-hour lecture sessions, with class time devoted to discussion of both the basic theory and applications to macroeconomic business issues. The following topics are covered in the lecture sessions (with associated chapter references from the recommended module text):

   
   *(Miles et al, 1; Mankiw 1; Sexton, 1, 2 & 3)*

2. The Macroeconomic Perspective (DS)
   
   *(Miles et al, 1 & 2; Mankiw 2; Sexton, 20 & 21)*
3. Production Conditions and Employment (DS)
   (Miles et al, 7; Mankiw, 3 & 6; Sexton, 22)

4. Economic Growth and Prosperity (DS)
   (Miles et al 3, 4 & 5; Mankiw 7 & 8; Sexton, 22)

5. Expenditure Decisions and Aggregate Demand (DS)
   (Miles et al, 10 & 14; Mankiw, 3 & 10; Sexton, 23)

6. Macroeconomic Fluctuations and the Business Cycle (DS)
   (Miles et al, 11 & 15; Mankiw, 9 & 11; Sexton, 25 & 29)

7. Money and Economic Activity (AA)
   (Miles et al, 12, 13 & 17; Mankiw, 4 & 19; Sexton, 27 & 28)

8. Monetary Policy and Interest Rates (AA)
   (Miles et al, 16 & 17; Mankiw, 3, 4 & 10; Sexton, 23 & 28)

9. The Balance of Payments and the Exchange Rate (AA)
   (Miles et al, 9 & 2; Mankiw, 5; Sexton, 31)

10. Global Finance and Financial Crises (AA)
    (Miles et al, 18 & 21; Mankiw, 5 & 12; Sexton 31)

**MODULE ASSESSMENT**

The module is assessed on the basis of a final examination, which accounts for 70% of the total module mark and a group report, which accounts for the remaining 30% of the mark. The examination is designed to test your understanding of basic macroeconomic analysis and your ability to apply it in specified contexts. The coursework focuses on a specific macroeconomic topic and requires you to explain the underlying issues which are highlighted and how they are related to business performance. Details of the examination and coursework will be discussed in class.

**RECOMMENDED TEXT**


Supplementary Texts:

BS1605: Marketing Management

MODULE LECTURERS
Name: Andreas Eisingerich & Omar Merlo
E-mail: a.eisingerich@imperial.ac.uk, o.merlo@imperial.ac.uk

MODULE AIMS
Among business disciplines, marketing is the primary contact point between a business and its customers. Nearly everybody will, at some point in their career, wear a marketing hat. Understanding marketing will help you whether you are an accountant, a consultant, a programmer, a banker, or a museum curator. Appreciating customer needs and how to marshal the resources of an organisation to meet those needs are crucial skills in today’s business world. This module develops a general management viewpoint in planning and evaluating marketing decisions, from both a strategic and tactical perspectives. It will help students understand how marketing decisions contribute to business performance and are affected by organisational and environmental influences.

MODULE OBJECTIVES
1. **Knowledge Objectives:** The main knowledge objectives of the module are to understand:
   - How marketing contributes to the firm’s survival and growth
   - How marketing plans are developed and implemented
   - The fundamental concepts and ideas in marketing

2. **Skill Objectives:** The main skill objectives of the module are to enable students to develop:
   - The conceptual, technical and interpersonal skills managers need to communicate effectively in the business world
   - The analytical skills needed to analyse a company’s customers and external environment
   - How to manage a market strategically
   - The ability to work with others in groups and solve market-related problems

LEARNING OUTCOMES
The module will help participants to:
- Evaluate the success of product and service strategies based on their understanding of key marketing principles.
- Critically examine the development of new business opportunities.
- Manage the optimal mix of relationship marketing strategies needed to create superior value for consumers and business organisations.
- Understand fundamental marketing terms, concepts, principles, ideas and theories.
- Appreciate the multifaceted role of marketing within organisations.
- Understand of how marketing contributes to strategy.
▪ Understand the close relationship between marketing and other functions within an organisation.
▪ Strengthen their skills in using the marketing toolkit for competitive advantage.
▪ Develop their critical thinking and communication skills relating to marketing.

MODULE CONTENT

▪ Defining marketing and its boundaries: the role of marketing within the organisation; linking marketing to customer and financial value creation.
▪ Marketing tactics and strategy; market orientation; market driven vs driving markets approaches; consumer relevance.
▪ Market segmentation, targeting and positioning.
▪ Understanding the dynamic nature of products, product life cycle considerations, developing new products, co-creation as source of competitive advantage
▪ Managing quality Pricing strategies, managing demand, the product mix and the marketing mix over the life cycle; the nature of marketing channels; choosing distribution channels to enhance customer value.
▪ Marketing and innovation, building and managing an innovation culture, entrepreneurial marketing.

STRUCTURE

The sessions are designed to build on each other and help address a set of key building blocks for effective strategic marketing.

Session 1: Andreas Eisingerich
Introduction to Marketing


Session 2: Andreas Eisingerich
Managing Distribution as a Tool to Meet Consumers

▪ The nature of marketing channels: Choosing distribution channels to enhance customer value. Distribution as product/service differentiator. The management of marketing channels. Top-of-mind brand recall and brand-self connection management.
• Pixar case study

Session 3: Omar Merlo
Marketing Communications

• Mountain Dew case study
• Molson case study

Session 4: Omar Merlo
Marketing Management and Innovation

• Looking forward: Managing for the future and Innovation
• Market creation and entrepreneurial marketing
• Marketing and innovation
• Marketing and blue ocean strategies
• Market orientation: Market driven vs market driving approaches
• Swatch case study

Session 5: Omar Merlo
Loyalty Management and Relationship Marketing

• Cabo San Viejo case study

ASSESSMENT

The final assessment for this course is based on a final written exam and a group activity. The relative weight of each component is:

**Individual activity: Examination (70%)**
More information about the exam will be provided during our lectures.

**Group Activity: Video presentation (30%)**

You are invited to work in syndicate groups and come up with something new that you want to market. It could be any new product, service, brand, idea, etc. Using key concepts covered in the module, develop a marketing plan for your idea and prepare a presentation
for it. Your deliverable is a video of up to 8 minutes. More in-depth information about the task will be provided in class.

The video will be graded according to the following criteria:

1. **Quality and content of Analysis – 30%**

Explanation and discussion of key issues in an analytical fashion. Good balance between analysis and description. Strong content that provides a relevant and effective marketing plan.

2. **Module Concepts Application – 30%**

Quality and depth of application of a range of relevant concepts. Arguments are solid and logical. A set of relevant and useful concepts are employed in a successful fashion.

3. **Substantiation of analysis and recommendations – 30%**

Quality of supporting arguments and sources. Arguments are convincing and well thought out. Persuasiveness of argumentation.

4. **Overall Quality of Video – 10%**

Quality and professionalism of presentation, style, content, etc. Level of creativity in approach. Clarity and effectiveness.

**RECOMMENDED READING**

**Books**

You are NOT required to purchase a textbook, but should you wish to expand on the material covered in class, the following texts represent a good starting point.


Further recommendations for books will be provided directly during lectures as topics are discussed.

The reading (cases, articles) for each lecture will be posted to the Hub.

The module employs a number of case studies, some of which should be read prior to coming to lectures and are the basis of class discussion.
MODULE LECTURERS
Name: Namrata Malhotra
Email: n.malhotra@imperial.ac.uk

MODULE AIMS
The purpose of this module is to understand the art and science of strategy making. Together we will unravel how to craft strategy that gives an organisation a winning position within its competitive landscape. Strategic thinking has always focused on gaining a sharper understanding of how firms can compete successfully by harnessing and weaving together its resources and competencies over relatively long periods of time. Over a course of five weeks we will identify key ingredients such as teasing out a firm’s external environment, analysing its internal competencies and its capacity for flawless execution. There are definitely some core ingredients of strategy making but no single recipe – the trick lies in combining and re-combining those ingredients in strategic ways.

The module will introduce you to the classic conceptual strategy tools and analytical techniques. We will apply the frameworks to a variety of business cases but most importantly we will do plenty of teamwork where you will get the opportunity to reflect on and analyse your own organisations through the application of those frameworks. Class discussions and interaction are key to the success of the module which means coming prepared to class having read the readings assigned for the session.

Before you dive into the readings for this module I would highly recommend the following book:
The Art of War by Sun Tzu (preferably Lionel Giles’ translation).

This is not a required reading but optional. I am inspired to suggest this as a warm up for the module to enable a less clinical and more human flavour to how we build our understanding of strategy making.

MODULE OBJECTIVES
Conceptual understanding of the following aspects of strategy
“What is strategy” from different perspectives
A firm’s external environment – its complexity and uncertainty; industry dynamics and assess industry attractiveness
Different sources of competitive advantage and how key resources and capabilities are utilised to build a sustainable competitive advantage. How to orchestrate a continuous advantage
The idea of new market spaces and value innovation
Executing strategy effectively
Overall, being able to tell the difference between good strategy and bad strategy

Developing analytical thinking

Ability to make sense of what the concepts capture about the firm’s external context and internal context and why they are critical to understanding how competitive advantage develops

Ability to think creatively about strategy making

Application of concepts and frameworks

Ability to apply concepts and frameworks related to strategy and strategising to business cases, real-life firms and make sense of their own experience

Teamwork

Develop enhanced skills in team-working and communication to build creative ideas and analyses

Create opportunities for networking – a key component of the MBA experience

**LEARNING OUTCOMES**

Upon completion of the module, students will have developed a good understanding of the different layers of analysis involved in strategy making and the challenges of sustaining a winning strategy.

**TEACHING METHODS & STRUCTURE**

This module requires a high level of participation from the group. I will be doing short lectures to introduce specific frameworks and concepts, but most of the time will be spent applying those frameworks to the assigned cases for each session and to your own experience (teamwork). Importantly, each session builds upon the previous one so it will be good for you to be engaged throughout in order to maximize your learning from the module. I will ask all of you at different times to share your views.

Learning from the course is greatly enhanced by the group collectively sharing its experience. Quality comments should:

- Offer a unique and relevant perspective
- Contribute to moving the analysis forward
- Build on the comments of others
- Go beyond the “I feel” comments and provide comments supported with evidence
- Not go off on tangents

Important: Please bring to my attention your absence from class for any reason.

**ASSESSMENT**

The course comprises

- Group assignment 30% (Details in class)
- Final exam 70%
RECOMMENDED READING

Chapter 5: The Kernel of Good strategy in ‘Good strategy Bad strategy’ book.

(Suggestion: please skim chapters 1-4 to work up to chapter 5 – easy and engaging read!)
