

The ACE Leadership Certificate

... developing the business leaders of tomorrow

In partnership with Aston Business School

Aston Business School is pleased to be appointed by ACE as one of its three chosen partners for the ACE Leadership Certificate.

Our Postgraduate Certificate in Business Management was selected for ACE as it met the key learning requirements for future business leaders in the consultancy and engineering sector.

Successful students will also earn the award of the ACE Leadership Certificate.

Why choose us?

Aston Business School has been involved in advancing understanding of what makes managers and organisations successful for 60 years. Today the school is one of the top business schools in the UK and Europe. It is the largest of the Schools of Aston University with over 100 academic and 80 support staff and around 4,000 students. The student population comprises more than 50% from countries outside the EU (over 75% at postgraduate level) with international students enrolled from over 100 countries. International faculty percentage stands at 40%. In terms of student diversity, Aston Business School is placed first in England, second in EU and fifth in the world, (source: *Economist Which MBA 2007*). With respect to international course experience we are ranked first in England, third in Europe, (source: *Financial Times Masters in Management 2007*). Aston Business School now has 39 partner business schools worldwide engaging in collaborative programmes, staff and student exchanges, research, executive education and short term study visits.



With triple accreditation from EQUIS (European Quality Improvement System), AMBA (Association of MBAs), and AACSB (Association to Advance Collegiate Schools of Business), this places Aston Business School in the top 1% of business schools in the world. Accreditations from all these prestigious organisations are only given out for a limited period of time and schools must submit to reaccreditation after a given period. The accreditation or reaccreditation process consists of a major inspection of all the school's activities, from curriculum development to management of programmes; panels of staff, students and alumni are all interviewed to get their opinions. No school can afford to rest on its laurels after being granted accreditation from one or more of these bodies as, if standards are left to slide, AMBA, EQUIS and AACSB can and will remove their award. The fact that Aston continues to hold these awards is your reassurance that Aston Business School continues to strive to achieve excellence in all that we do.



Aston Business School

Register today:
visit www.acebusinessacademy.co.uk
or for more information e-mail academy@acenet.co.uk

What will I learn?

Postgraduate Certificate in Business Management

Accounting for non-financial managers

This module provides an introduction to understanding and interpreting the main financial statements for a business, the Income Statement, Balance Sheet and Cash Flow and addresses current international financial reporting issues including earnings management. It also introduces the financial information used by managers in decision making, including the calculation of product/service costs. Students will learn the accounting-based tools and techniques that managers can apply but will also develop an appreciation of the underlying assumptions and limitations of those techniques. The course emphasises the interpretation of financial information, rather than its construction and introduces a variety of theoretical concepts.

After completing the module, students will be able to:

- Understand the broader financial context in which businesses operate;
- Communicate more effectively in business situations with stakeholders and managers;
- Identify the key information from a business situation, formulate it as a problem and select the appropriate accounting techniques to solve the problem;
- Interpret the results of financial calculations and explain their relevance to other members of the management team;
- Recognise the limitations of accounting and how financial techniques may need to be supplemented with other approaches;
- Appreciate the theoretical assumptions behind various accounting techniques and the application of those techniques.

Organisational behaviour

Organisations consist of the people who work within them. Every business is a people business. As such, within this module we raise the student's awareness of the centrality of organisational behaviour to understanding organisational functioning and effectiveness. In so doing, we are able to demonstrate how an understanding of human behaviour via the disciplinary bases of psychology, sociology and anthropology profoundly deepens our analysis of organisations. This is important, since an understanding of organisational behaviour is crucial to a manager's ability to achieve organisational goals

At the end of the module students:

- Will have a deeper understanding of how the study of organisational behaviour can aid us in improving the performance and well being of people at work;
- Will have understood how models, theories and concepts about organisational behaviour can be used to promote the effectiveness of individuals, groups and organisations;
- Will have developed skills for the analysis of individual, group and organisational functioning that enhances their effectiveness as managers;
- Will have developed a richer and more complex representation of organisational behaviour, enabling them to contribute more effectively in the workplace.

Marketing management

The module is designed to develop an appreciation of the role of marketing and the management of marketing functions in the modern organisation. The contribution of marketing to organisational performance in increasingly competitive and rapidly changing environments will be addressed. The course will also focus on what being market oriented means in practice. The course will take a strategic orientation and introduce students to the theories, concepts, models, techniques and current best-practices for developing and implementing marketing strategies. Firstly, we will address the elements of market analysis and strategy development with respect to the organisation, its customers and competitors. We will then examine implementation issues through the concept of the integrated marketing mix: the product/service offering and customer service, communications, pricing and channels.

At the end of this module, students will:

- Have a broad based understanding of marketing functions and the role that marketing plays in achieving organisational success;
- Understand the complexity of the competitive environment and its impacts on marketing decisions and activities;
- Understand the challenges for marketing decision-makers in the modern organisation;
- Be able to formulate marketing plans, including marketing strategies and appropriate marketing mix policies;
- Be able to defend and justify proposals for marketing plans and actions.



Managing projects

Project management is a crucial skill: it is required to effectively undertake any form of business innovation. Within our Centre for Project Management Practice, we have a critical mass of project management specialists who act as a conduit to wider project management expertise regionally, nationally and internationally. Through this knowledge, we effectively identify the gap between what we know about project management and what we implement in a real project – the knowing–doing gap. The overall aim of this module is for students to develop an understanding of project management processes and use of various tools and techniques for effective management of projects

On completion of this module, you will be able

- to plan, monitor, control and evaluate projects;
- to develop in-depth knowledge on various tools and techniques of project planning, and implementation;
- to understand decision-making processes across various phases of project;
- to plan, monitor and control projects using MS Project software;
- to learn project management practices of leading organisations.

Strategic management

At a fundamental level, strategy is concerned with how firms gain and sustain competitive advantage over their rivals. As such, this module is approached from an interdisciplinary and integrative standpoint, drawing from a range of subjects and bringing together many ideas from other modules. Importantly, this module is designed to enable participants to analyse complex situations and make appropriate strategic recommendations, and in so doing, being analytical rather than prescriptive.

By the end of this module you will be able to:

- Identify the forces impacting on corporate and business strategies;
- Be critically aware of factors involved in strategy making;
- Assess the resources and constraints for strategy making in a business context;
- Explain the importance of social, economic and political forces;
- Investigate the impact of internationalisation on strategy making.

Management of innovation

‘Innovation is Job One.’ (*Business Week*, April 12, 2004). Innovation is seen as central to the activities of all organisations, whether manufacturing or service firms, creating competitive advantages. The module emphasises the two contradictory natures of innovation process – continuity with existing elements and radical change – and looks into the sources of creativity and the processes of translating creative ideas into commercial products at the organisational level. The module aims to develop an ability of students to critically examine theories/models and form their own ideas/solutions through case studies of companies and innovation management tools.

Upon successful completion of this module, students will have:

- gained an understanding of the processes of innovation and industry dynamics;
- understood what innovation-based strategies are available and how they work;
- understood the sources of creativity, the external and internal factors influencing innovation, and the tools/practices designed to encourage innovation;
- understood the similarities and differences between manufacturing and service firms in innovation management;
- developed an ability to think critically and analytically, and to form their own ideas/solution through application of theories/models to concrete situations.





Where is the course held?

All modules will be held at Aston Business School's dedicated Conference Centre, located in the heart of Birmingham.

After an investment of over £20 million, the Conference Centre opened at the beginning of 2006. In addition to boasting one of the UK's leading Business Schools, Aston University's green and tranquil campus provides a focused environment for productive corporate learning and memorable events.

All of our conference rooms feature ergonomically designed furniture for maximum comfort, the latest audio visual equipment, and dedicated on-site technicians. Our 24/7 business support centre compliments the dedicated facilities providing guests with every technological requirement they may need, from photocopying and scanning to free internet access.

What will it cost?

The fees for the ACE Leadership Certificate in partnership with Aston Business School is £5,400.

All lecture notes, binders and other learning materials are included in the price. This includes the set text book(s) for each module, which represents a saving of several hundred pounds over the whole course.

During the course, participants also enjoy free lunches and refreshments.

The only thing not included is overnight accommodation, which is available at our Conference Centre.

We recognise that part-time learning is a major undertaking, and we are very experienced in working with professionals who are studying while still holding down a full-time job. For this reason, we seek to balance the demands on participant's time from attending taught modules with the benefits of having face-to-face contact with their course tutor. Each module runs over three intensive days, with some additional reading and study to be completed in the participants' own time. This is to

give the maximum contact time with our tutors possible, while minimising the number of days to be taken away from work. Depending upon availability and scheduling, we will always aim for one of the three days to be held on either a Saturday or a Sunday, to further minimise the impact on the working week.

Further support is available via our Blackboard™ virtual learning environment, which gives participants free access to a shared electronic workspace for discussions, sharing coursework, accessing readings and other materials.

What about accommodation?

Overnight accommodation with full English breakfast is available at the current rate of £65 per night, inclusive of VAT. (Note: rates are subject to change)

Want to know more?

If you have any questions concerning the programme or facilities, please contact our Programme Director, Terry Hodgetts on 0121 204 3729, or t.hodgetts@aston.ac.uk



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visit www.acebusinessacademy.co.uk
or for more information e-mail academy@acenet.co.uk